10-5-2003

Resist Board Meeting, Oct. 5, 2003

Resist

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Resist Board Meeting
October 5 2003
Minutes

Present: Nikhil Aziz, Cynthia Bargar, Robin Carton, Pam Chamberlain (minutes), Regina Dyton (final portion), Leila Farshk, Kendra Hoyt, Becca Howes-Mischel, Kay Mathew, Marc Miller, Carol Schachet, Yafreisy Mejia.

An introductory exercise was conducted. (See attached).

August 2003 Minutes were approved without changes.

1. Budget 2004

Robin presented a draft of the 2004 budget. (see attached). We are in good financial shape and changes for next year are modest. Our spending down policy of 20% of expenses over income continues.

Board will review the budget, directing any financial questions to the Finance Committee before the December meeting. We will vote on a final budget at the December meeting.

2. Committee Reports

The Board re-affirmed its goal to use time efficiently in delivering these reports! Board members are reminded to refer to their packet for minutes of committee meetings.

Staff: Robin and Yafreisy are going to the NNG conference in Tucson next week.

Board Development: Met but whoops! left out Cynthia... apologies. Email Becca if you have questions or suggestions about streamlining packet reading (e.g. alternative ways to distribute reading of packet.) One candidate- Payal Parekh – will be interviewed before the next meeting.

Personnel: The Committee has not met lately. Marc will do a 3 month evaluation for Yafreisy. Leila will join Personnel Committee.

Fundraising: Prospect mailing was sent out in the beginning of October. The new consultant was fine on technical matters, not sure on politics. September pledge appeal went out. Cynthia wrote the September pledge drive/ABC letter (hooray for this great voice representing Resist! The Committee is looking for new members- all will be welcomed. Board members can ask Carol for a set of outreach packets to send to friends and relatives.
Finance: A draft of the August financial statements were passed out. The new bookkeeper Sue Byors has found a range of problems left by Judy Kulekowski. It will take a few months to clear these errors up. Clean financial statements will be provided to the Board as soon as possible. A draft of the investment policy was presented— to be voted on in December.

AGREED: to revisit our allocation formula soon, perhaps at retreat?

Communications: has been incommunicado—no meeting, that is.

Grants: They have prioritized their outstanding issues. Please see their minutes.

Long Range Planning: has been meeting with Executive Committee.

3. Officer Elections

<table>
<thead>
<tr>
<th>Nominees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Marc Miller</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Pam Chamberlain</td>
</tr>
<tr>
<td>Clerk</td>
<td>Robin Carton</td>
</tr>
<tr>
<td>At Large</td>
<td>Hank Rosemont</td>
</tr>
</tbody>
</table>

VOTED: to accept the above slate for 1 year. If Hank cannot serve, or if anyone steps down, replacements will be for 1 year only, until October 2004.

4. Retreat Discussion

Marc prepared a document recapping the Long Range Planning process, including copies of all minutes and retreat reports. Kay requested that more copies be made and distributed. There was an additional request for a more detailed summary of the outcomes of the process and the affiliated goals. The information may be used to help inform the Retreat planning process.

The Retreat might utilize the timelines developed in prior years to look at Resist history as it overlaps with personal/political histories. Friday night would be used to fill in the timeline and socialize. The agenda for Saturday would look at developing clear objectives.

The Committee asked for feedback on planning the Retreat. The Committee will send out email to the Board reminding us to respond.

5. Networking

People shared meetings that they attend. Carol suggested people take Resist materials to their meetings.
Please read all of the statements, and then pick one of them to introduce yourself. Focus in on one statement, then tell us how it "speaks" to you.

1. We cannot discover new oceans unless we have the courage to lose sight of the shore.  
   Anonymous

2. A single twig breaks, but the bundle of twigs is strong.  
   Blue Jacket

3. The rain does not fall on one roof alone.  
   Central African proverb

4. You don't practice nonviolence by attending conferences -- you practice it on the picket lines.  
   Cesar Chavez

5. If we do not change our direction, we are likely to end up where we are headed.  
   Chinese proverb

6. No one has a right to sit down and feel hopeless. There's too much work to do.  
   Dorothy Day

7. Power concedes nothing without struggle.  
   Frederick Douglass

8. There is no greater fallacy than the belief that aims and purposes are one thing, while methods and tactics are another.  
   Emma Goldman

9. One does not honor those who went before by elevating them but by, if anything, standing on their shoulders and working and living where they left off.  
   Matthew Fox

10. A leaky house may fool the sun, but it can't fool the rain.  
    Haitian proverb

11. A nail that sticks out must be hammered down.  
    Japanese proverb

12. Mass culture socializes people to police themselves against their own freedom.  
    Paulo Freire

13. Genuine solidarity involves not mere subjective identification with oppressed people but concrete answerability to them.  
    Beverly Harrison

14. A mind that is stretched by a new idea can never go back to its original dimensions.  
    Oliver Wendell Holmes
15. The journey of a thousand miles begins with one step.
   Lao-tse

16. We have only begun to know the power that is in us if we would join our solitudes in the communion of struggle.
   Denise Levertov

17. The success of the system is to make unthinkable the possibility of alternatives.
   Herbert Marcuse

18. Blessed are those who hunger and thirst for righteousness, for they shall be satisfied.
   Matthew 5

19. If we do not know much about more than half of humankind, we do not know much about humankind.
   Elizabeth Minnick

20. People can make the difference for one another by remaking the institutions that surround them.
   Martha Minow

21. The strongest prisons are built with walls of silence.
   Janice Mirikitani

22. La lucha es la vida; la vida es la lucha.
   Movement saying

23. I cast my lot with those who, age after age, with no extraordinary power, reconstitute their worlds.
   Adrienne Rich

24. Cuando el pobre cree en el pobre, ya podremos cantar libertad. When the poor believe in themselves, we will be able to sing of liberation.
   Salvadoran Mass

25. Drops of water turn a mill, singly none, singly none.
   Union song

26. Teaching means helping people to gain mental distance from what they have previously taken for granted.
   Brian Wren

27. You can just "nice" somebody to death with naivete and lack of awareness of privilege.
   Gloria Yamato
The Resist Foundation Investment Policy

1. Organizational Mission

Resist supports the growth of movements for radical social change by providing grants to small, progressive activist organizations and publishing information and analysis about current movement activities. We accept individual donations and actively solicit donors to directly finance the grants we distribute and to operate other programs of the organization.

2. Investment Philosophy

In keeping with our mission, Resist has not established a traditional endowment. We distribute high percentages of our annual income to finance the grants and newsletter program areas and to maintain the operation of the organization. Any excess over expense and any donor-directed small funds are placed in a reserve account. Our reserve account is the focus of this investment policy.

The central objective of Resist’s investment policy is:

To maintain the value of the reserve account relative to inflation as measured by the Consumer Price Index or some other generally-accepted criteria.

Specific objectives are, in this order:
- to use socially responsible investment products
- to strive for consistent returns in keeping with our central objective and
- to preserve capital.

3. Socially Responsible Criteria

Resist shall generally follow the socially responsible investment criteria as defined by Calvert Investments (found at: http://www.calverrgroup.com/sri_647.html)

4. Review and Supervision

The Finance Committee’s role is advisory, and it solicits recommendations from community members skilled in socially responsible investment advising on investment decisions as long as they adhere to guidelines established by Resist. The Finance Committee role is to make recommendations to the Board regarding:
- Establishment of performance goals
- Identification of asset mix and guidelines
- Review of the results of the reserve account
- Monitoring adherence to socially responsible criteria
- Nomination of volunteer of investment counselors to sit on, or work, with the Finance Committee
5. Categories of Assets
Resist has two categories of financial assets: operating expenses and a reserve account. All Resist assets will be subject to the policies and general guidelines established by the Board as set forth in this document. The reserve account will have additional guidelines as described below.

6. Guidelines for the Reserve Account

Management Guidelines
- Amount of reserves. The amount of the reserve account shall not go below the total assets of all donor-directed funds plus 5% of our total budget for the previous fiscal year.
- Use of reserves. If the reserve account does dip below the above amount, the Finance Committee will notify the Board and the Board will determine a course of action at its next regularly scheduled meeting.

Investment Objectives, Options and Asset Mix
- To maintain the value of the reserve account relative to inflation as measured by the Consumer Price Index or some other generally-accepted criteria.
- Resist may invest portions of its reserve fund in lower risk investment products such as Certificates of Deposits, Money Market funds, bonds and mutual funds.

7. Ridge Management Guidelines
If the reserve fund amount sinks below our recommended level, the finance committee shall meet with interested parties, including socially responsible investment advisors to design a strategy in keeping with our vision.

8. Reporting and Review
The Finance Committee will receive written quarterly reports from the investment managers and will meet at least semi-annually with its advisors to review performance and implementation of these policies. The Finance Committee will report to the Board on investment matters annually.
2004 Resist Retreat

Tentative date:
Feb. 6 (evening) and Feb. 7 (all day)

Committee:
Kay (chair), Yafreisy, Hank, Marc (Nikhil and Kendra will be asked
to join the committee)

Place:
TBA. Kendra may know of some possible spaces.

Possible Themes/Activities
Task for October board meeting: discuss, prioritize, etc.
⇒ Talk about political moment and Resist
⇒ Explore/define our vision for Resist in five years
⇒ Explore other ideas, new initiatives
⇒ Community building (within Resist, but could be broader)
⇒ Conduct a resource mapping (at retreat or in preparation;
  Abby and Pam have volunteered to help Carol do this.)
⇒ Hear from one another on this political moment. Learn from
  one another.
⇒ Open up discussions of what we should fund (might be a goal)
⇒ How the movement looks at us (see recent survey)
⇒ Other TBA

Possible Structure:
⇒ **Friday night**: vision and politics; wide-ranging discussion;
  continue Resist timeline from Connecticut retreat, with
  parallels to people's lives
⇒ **Saturday**:
  Part 1: Goals for Resist (a.m.)
  Part 2: Programmatic elements to reach these goals (a.m.)
  Part 3: How to put these elements into operation (p.m.)

Some Possible Resources:
⇒ Summary of long-range planning process, including board and
  external surveys
⇒ Submissions from board members of things for other board
  members to read before the retreat.
⇒ Resist/movement timeline from Connecticut retreat (1999?)
2004 Budget Narrative

FYI: This budget was prepared as the result of a look back at trends over a five year period of Resist income and expenses. Line item increases or decreases are proposed based upon that trend analysis.

This Budget reflects an Operating Budget rather than a Forecasting Budget.

An operating budget shows only actual income and expenses projected for the fiscal year. This would not include line items such as unrealized gains/losses on investments. It can also exclude costs related to depreciation. It would generally be read in conjunction with a forecasting budget to give the most complete financial picture.

A forecasting budget is one that includes projected gains and losses in asset value as well as actual income and expenses. It is generally used to give a more accurate projection of an organization’s asset value at year end.

While the Finance Committee has decided to present the Board with an Operating Budget, Board members should be aware that the 2004 Financial Statements will reflect the presentation provided by a Forecasting Budget. As a result, there will be a discrepancy between the Financial Statements and the Operating Budget of approximately $5,000 in income and expenses. The Committee will provide an explanation for this discrepancy with each presentation of the Financial Statements to the Board.

A 2004 Forecasting Budget is also attached- which can be read in conjunction with the Operating Budget.

In 1996 the Board voted to spend down current assets at up to $20,000 of expenses over income each year. The Board also voted that:

1. All restricted funds must be maintained at current principal levels. This would include: the Loan Fund, the Resist Endowment, the Holmes Memorial Fund and the Cohen Memorial Fund. Currently, this totals approximately $106,761.
2. Resist will maintain $25,000 in cash on hand each year in the Operating Fund to cover the costs of any prospecting mailing (later amended to cover any temporary cash shortfall).
3. Resist will reserve $35,000 to cover any unanticipated expenses which might arise during the course of a single year. Based on current budget expansion this totals $70,000.

As a result, the total fund balances which Resist should not fall below is $200,000. The FY2004 Budget takes this policy into account and reflects spending at approximately $20,000 over income leaving asset levels at approximately $370,000.

Income

Income Projections

Internal and External mailing Income: Newsletter is projected to increase by 7% ($5,000) based upon the expected increase in Newsletter contributions in FY03. ABC income will increase by 7% ($9,000) based upon increased numbers of donors retained through prospect mailings and higher rates of giving. Prospect income is projected to increase by 1% ($500) based upon systematization and testing of lists. Pledge income is projected to increase by 6% ($9,000) based upon pledge drives, electronic funds transfers and credit card increases. Increases predicted from internal and external mailings total $23,000 (7% over FY03).
**Special Contributions:** Stocks are projecting $5,000 more income in comparison to FY03 budget based on current projections and stock valuation. Unsolicited donations are expected to remain the same given that $62,000 in FY03 was received through bequests which are not anticipated to reoccur in FY04. The gap will be made up through increased use of the Board fund-raising program and potential new donors. As a result, Special Contributions will show a 3% gain of $7,650.

**Stock Dividends:** Projected $200 less income in comparison to FY03 budget based on current projections and stock valuation.

**Sales:** T-shirts sales are projected to decrease by $1,300 given the lack of new lines.

**Total Income:** Projection is for approximately $29,000 more in revenue in comparison to FY03 (a 5% increase).

**Fund-raising Strategies Proposed for 2004**

Resist's income has steadily increased over the last eight years. Whereas Resist benefitted from the economic boom of the 1990s, Resist might experience a proportional drop during the economic downturn of the current market. Thus far, that has not been the case, but other organizations have experienced a reduction in major gifts. Given that Resist may also encounter some decreases in the traditional sources of funding, three emphases are suggested for the coming year:

1. **Develop a planned giving program.**
   This encompasses funds that Resist could receive as the beneficiary of a will, bequest, insurance policy, mutual fund dispersal, retirement plan, etc. A planned giving program is a service to Resist's donors because it gives them an opportunity to invest in their political beliefs using tax-deductible methods to maximize their giving and minimize costs.

   Resist could take a range of steps to initiate this program, some of which have costs ranging from $0-$4,700, including:
   - advertise in the Newsletter $0
   - develop a brochure for distribution to contributors $3,700
     ($2,000 consultant, printing $1,000, distribution $700)
   - staff development and training: $500-$1,000

   Income from a Planned Giving Program depends on a range of variables, including the level of outreach, the health and wealth of donors, and the time frame for giving. Resist has received gifts from bequests as small as $1,000 and anticipate gifts as large as $500,000.

   Without significant research into other variables and the steps that similar organizations have experienced, it is not possible to assign real numbers to the "benefit." The possibility does exist for a high rate of long-term return on the investment.

2. **Increase Board outreach to potential donors.**
   This is a modest proposal that each Board member write a letter and send an information packet to 10 additional individuals that they know who might be interested in Resist. They could be family members, colleagues, fellow activists, etc.

   Some projected efforts and costs include:
   - Board training: $500
   - Materials: $0
     (already available Newsletters, brochures, etc.)
   - Distribution (postage): $100
   - Board time: invaluable but in-kind $0
Projected income: If 10 Board members contact 10 people, and at least two individuals give an average of $50, that would raise $1,000. Responses could be considerably higher.

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
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<td>$200</td>
<td>$225</td>
<td>$250</td>
<td>$300</td>
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<tr>
<td>Benefit</td>
<td>$1,000</td>
<td>$2,000</td>
<td>$3,000</td>
<td>$4,000</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

3. Expand the base through maintenance of prospect mailing program.
Resist has engaged in a donor acquisition project for the last several years. That should continue. It does not need to expand appreciably, but it is important to maintain donor acquisition to offset (and move past) donor attrition. The costs and benefits of this strategy are already included in the FY2004 budget.

**Expenses**
There are no major program changes identified in this budget given the lack of information upon which to base expenditure projections. Any Board decision-making about programmatic changes will require a budget revision process to take those costs into account.

**Grants:** Projecting a $5,000 increase (2%) in grant spending based upon current spending patterns. This will ease fundraising mailings where Resist notes that grant spending has increased over the prior year.

**Personnel:** An increase of $1,097 reflects: staff cost-of-living increases, a 3.3% raise and health insurance cost increases. Please note that Robin is currently working 4/5 time and is not budgeted as a full time position for 2004.

**Other Fundraising Costs:** This reflects an increase of $1,600 and provides funds for a planned giving or deadbeat mailing consultant.

**Bank Charges:** An increase of $1,875 of the budget for FY03 reflects fees accrued for credit card transactions.

**Travel, Staff Development and Conferences:** An increase of $3,750 is based upon travel needs for participation in the Rye Collaborative, National Network of Grantmakers conference and travel fees and skill building workshops for staff.

**Board Expenses:** This reflects an increase of $4,200 and is based primarily upon travel, mailing and xerography cost increases.

**Other Adjustments:** There are minor adjustments based on increased postage and mailing costs reflected across spending categories.

**Fiscal Overview**
This budget leaves Resist with $20,798 of expenses over income (a net loss).
<table>
<thead>
<tr>
<th></th>
<th>FY2001</th>
<th>FY2002</th>
<th>Budget</th>
<th>Budget</th>
</tr>
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<tr>
<td></td>
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<td>2003</td>
<td>2004</td>
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<tr>
<td><strong>Income</strong></td>
<td></td>
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<td>Internal Mailings</td>
<td>$296,086</td>
<td>$333,043</td>
<td>$342,500</td>
<td>$365,000</td>
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<td>Prospect Mailings</td>
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<td>$41,851</td>
<td>$47,500</td>
<td>$48,000</td>
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<td>Special Contributions</td>
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<td>$240,849</td>
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<td>Investments</td>
<td>$(13,271)</td>
<td>$(28,606)</td>
<td>$2,500</td>
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<td>Other</td>
<td>$976</td>
<td>$2,041</td>
<td>$3,650</td>
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<td><strong>Total Income</strong></td>
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<td>$589,178</td>
<td>$641,150</td>
<td>$670,200</td>
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<td><strong>Expenses</strong></td>
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<td><strong>Fundraising</strong></td>
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<td>Internal Mailing Costs</td>
<td>$15,822</td>
<td>$14,565</td>
<td>$20,600</td>
<td>$19,400</td>
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<td>Other Fundraising Costs</td>
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<td>$1,554</td>
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<td>Grants</td>
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<td>$696</td>
<td>$1,025</td>
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<td>Newsletter</td>
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<td>$42,733</td>
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<td>Website</td>
<td>$784</td>
<td>$0</td>
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<td><strong>Total Program Costs</strong></td>
<td>$332,353</td>
<td>$380,309</td>
<td>$345,525</td>
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<td><strong>Other</strong></td>
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<td>Personnel</td>
<td>$153,338</td>
<td>$160,105</td>
<td>$173,143</td>
<td>$179,240</td>
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<td>General and Administrative</td>
<td>$52,382</td>
<td>$55,894</td>
<td>$65,470</td>
<td>$74,188</td>
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<td>Board Expenses</td>
<td>$8,172</td>
<td>$8,821</td>
<td>$6,400</td>
<td>$10,600</td>
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<td><strong>Total Other Costs</strong></td>
<td>$213,892</td>
<td>$224,820</td>
<td>$245,013</td>
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<td><strong>Total Expenses</strong></td>
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<td>$662,728</td>
<td>$660,958</td>
<td>$693,198</td>
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<td><strong>Total Income (Loss)</strong></td>
<td>($14,714)</td>
<td>($73,550)</td>
<td>($19,808)</td>
<td>($22,998)</td>
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## Budget 2004
### Overview - Operating Budget

<table>
<thead>
<tr>
<th>Department</th>
<th>FY2001</th>
<th>FY2002</th>
<th>Budget 2003</th>
<th>Budget 2004</th>
<th>04/03 %</th>
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<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
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<tr>
<td>304 Contributions-Pledges</td>
<td>129,883</td>
<td>136,080</td>
<td>146,500</td>
<td>155,000</td>
<td>106%</td>
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<td>305 Contributions-Newsletter</td>
<td>52,089</td>
<td>76,885</td>
<td>67,000</td>
<td>72,000</td>
<td>107%</td>
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<tr>
<td>306 Contributions-ABC Mailing</td>
<td>114,115</td>
<td>120,078</td>
<td>129,000</td>
<td>138,000</td>
<td>107%</td>
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<td>314 Contributions-Prospecting</td>
<td>52,353</td>
<td>41,851</td>
<td>47,500</td>
<td>48,000</td>
<td>101%</td>
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<td><strong>Total Mailing Income</strong></td>
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<td>374,894</td>
<td>390,000</td>
<td>413,000</td>
<td>106%</td>
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<td>320 Other Contributions</td>
<td>266,200</td>
<td>240,849</td>
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<td>252,650</td>
<td>103%</td>
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<td>351 List Sales</td>
<td>0</td>
<td>187</td>
<td>300</td>
<td>500</td>
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<td>360 Sales</td>
<td>446</td>
<td>1,575</td>
<td>2,800</td>
<td>1,050</td>
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<tr>
<td>370 Royalties</td>
<td>11</td>
<td>21</td>
<td>25</td>
<td>100</td>
<td>400%</td>
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<td>375 Fiscal Sponsorship Fees</td>
<td>151</td>
<td>240</td>
<td>175</td>
<td>200</td>
<td>114%</td>
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<td>380 Interest &amp; Dividends</td>
<td>(13,271)</td>
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<tr>
<td>390 Miscellaneous Income</td>
<td>607</td>
<td>18</td>
<td>350</td>
<td>400</td>
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<td><strong>Total Other Revenue</strong></td>
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<td>214,284</td>
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<td><strong>Total Revenue</strong></td>
<td>602,582</td>
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<td>641,150</td>
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<td>105%</td>
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<tr>
<td><strong>Expenses</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>411 Pledge Costs</td>
<td>6,008</td>
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<td>98%</td>
</tr>
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<td>421 Newsletter Costs</td>
<td>34,774</td>
<td>42,733</td>
<td>43,800</td>
<td>49,950</td>
<td>114%</td>
</tr>
<tr>
<td>441 ABC Mailing Costs</td>
<td>9,814</td>
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<td>102%</td>
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<td>496 Other Fundraising Costs</td>
<td>1,069</td>
<td>1,554</td>
<td>1,820</td>
<td>3,420</td>
<td>188%</td>
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<td>510 Rent</td>
<td>25,444</td>
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<td>511 Occupancy</td>
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<td>1,883</td>
<td>782</td>
<td>300</td>
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<td>8,453</td>
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<td>10,500</td>
<td>111%</td>
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<td>570 Insurance-Office</td>
<td>1,086</td>
<td>1,439</td>
<td>2,200</td>
<td>4,200</td>
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<td>563,158</td>
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<td>676,912</td>
<td>675,558</td>
<td>708,623</td>
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<tr>
<td><strong>Other Income/Expenses</strong></td>
<td>(11,824)</td>
<td>(14,184)</td>
<td>(14,600)</td>
<td>(15,425)</td>
<td>106%</td>
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<td><strong>Net Income</strong></td>
<td>(14,474)</td>
<td>(73,550)</td>
<td>(19,808)</td>
<td>(22,998)</td>
<td>116%</td>
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</table>
## 2004 Operating Budget

<table>
<thead>
<tr>
<th>Income</th>
<th>FY2001</th>
<th>FY2002</th>
<th>2003 Budget</th>
<th>FY03 July YTD</th>
<th>2004 Budget</th>
<th>04/03 %</th>
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<tr>
<td><strong>304 Contributions-Pledges</strong></td>
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<td>136,080</td>
<td>146,500</td>
<td>78,926</td>
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<td>76,885</td>
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<td>76,160</td>
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<td><strong>314 Contributions-Prospecting</strong></td>
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<td>22,789</td>
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<td><strong>320 Other Contributions</strong></td>
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<td>102,003</td>
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<td><strong>351 List Sales</strong></td>
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<td>187</td>
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<tr>
<td><strong>360 Sales</strong></td>
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<td>187</td>
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<td>500</td>
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## Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY2001</th>
<th>FY2002</th>
<th>2003</th>
<th>FY03</th>
<th>2004</th>
<th>04/03 %</th>
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<tbody>
<tr>
<td><strong>411 Pledge Costs</strong></td>
<td>2,204</td>
<td>1,272</td>
<td>3,100</td>
<td>1,512</td>
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<td><strong>421 Newsletter Costs</strong></td>
<td>19,000</td>
<td>21,469</td>
<td>25,000</td>
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<td>43,800</td>
<td>24,156</td>
<td>49,950</td>
<td>114%</td>
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</table>
## 2004 Operating Budget

<table>
<thead>
<tr>
<th></th>
<th>FY2001</th>
<th>FY2002</th>
<th>Budget 2003</th>
<th>FY03 July YTD</th>
<th>Budget 2004</th>
<th>04/03 %</th>
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<tbody>
<tr>
<td><strong>441 ABC Mailing Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing</td>
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<td><strong>Total</strong></td>
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<td>12,200</td>
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<td><strong>471 Prospecting Mailing Costs</strong></td>
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<td>49,300</td>
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<tr>
<td><strong>Total Mailing Costs</strong></td>
<td>104,518</td>
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<td>(4,000)</td>
<td>(3,053)</td>
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<td>NWTRCC: Out</td>
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<td>2,911</td>
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<td>0</td>
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<td><strong>496 Other Fundraising Costs</strong></td>
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<td></td>
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<tr>
<td>510 Rent</td>
<td>25,444</td>
<td>31,308</td>
<td>32,495</td>
<td>19,997</td>
<td>33,713</td>
<td>104%</td>
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<td>511 Occpucancy</td>
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<td>1,214</td>
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<td>110%</td>
</tr>
<tr>
<td>Office Xerox</td>
<td>20</td>
<td>(550)</td>
<td>200</td>
<td>304</td>
<td>150</td>
<td>75%</td>
</tr>
<tr>
<td>Office Library</td>
<td>157</td>
<td>166</td>
<td>200</td>
<td>88</td>
<td>200</td>
<td>100%</td>
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<td>Office Printing</td>
<td>350</td>
<td>223</td>
<td>2,000</td>
<td>262</td>
<td>600</td>
<td>30%</td>
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<td>Minor Office Equipment</td>
<td>238</td>
<td>1,026</td>
<td>2,500</td>
<td>2,209</td>
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<td>140%</td>
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<td>Bank Charges</td>
<td>75</td>
<td>998</td>
<td>125</td>
<td>717</td>
<td>2,000</td>
<td>1600%</td>
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<tr>
<td>Total</td>
<td>7,165</td>
<td>8,190</td>
<td>11,325</td>
<td>6,397</td>
<td>12,650</td>
<td>112%</td>
</tr>
<tr>
<td>525 Grant Program</td>
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<tr>
<td>Printing</td>
<td>337</td>
<td>100</td>
<td>400</td>
<td>168</td>
<td>350</td>
<td>88%</td>
</tr>
<tr>
<td>Postage</td>
<td>558</td>
<td>596</td>
<td>500</td>
<td>76</td>
<td>650</td>
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<td>Consultants</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>Library</td>
<td>0</td>
<td>0</td>
<td>125</td>
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<td>100</td>
<td>80%</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>Total</td>
<td>895</td>
<td>696</td>
<td>1,025</td>
<td>244</td>
<td>1,100</td>
<td>107%</td>
</tr>
<tr>
<td>530 Postage</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Office Postage</td>
<td>499</td>
<td>1,886</td>
<td>1,800</td>
<td>1,323</td>
<td>2,200</td>
<td>122%</td>
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<tr>
<td>UPS</td>
<td>0</td>
<td>50</td>
<td>100</td>
<td>0</td>
<td>50</td>
<td>50%</td>
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<tr>
<td>Postage Due/BREs</td>
<td>1,112</td>
<td>2,025</td>
<td>1,800</td>
<td>1,415</td>
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<td>Total</td>
<td>1,611</td>
<td>3,961</td>
<td>3,700</td>
<td>2,738</td>
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<tr>
<td>540 Travel</td>
<td>10</td>
<td>12</td>
<td>50</td>
<td>1,005</td>
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<td>6000%</td>
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<tr>
<td>542 Staff Development</td>
<td>795</td>
<td>1,050</td>
<td>2,000</td>
<td>0</td>
<td>2,000</td>
<td>100%</td>
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<tr>
<td>545 Conferences/Meetings</td>
<td>393</td>
<td>462</td>
<td>400</td>
<td>459</td>
<td>1,200</td>
<td>300%</td>
</tr>
<tr>
<td>550/ Advertising and Outreach</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>1,635</td>
<td>1,635</td>
<td>3,000</td>
<td>1,695</td>
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<td>67%</td>
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<td>Annual Report</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>2,635</td>
<td>5,776</td>
<td>8,000</td>
<td>1,695</td>
<td>6,000</td>
<td>75%</td>
</tr>
<tr>
<td>555 Repairs and Maintenance</td>
<td>1,883</td>
<td>782</td>
<td>300</td>
<td>0</td>
<td>1,500</td>
<td>500%</td>
</tr>
<tr>
<td>560 Professional Fees</td>
<td></td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Accounting Fees</td>
<td>9,094</td>
<td>8,453</td>
<td>8,500</td>
<td>8,625</td>
<td>10,000</td>
<td>118%</td>
</tr>
<tr>
<td>Computer Consulting Fees</td>
<td>0</td>
<td>0</td>
<td>1,000</td>
<td>0</td>
<td>500</td>
<td>50%</td>
</tr>
<tr>
<td>Total</td>
<td>9,094</td>
<td>8,453</td>
<td>9,500</td>
<td>8,625</td>
<td>10,500</td>
<td>111%</td>
</tr>
<tr>
<td>570 Insurance-Office</td>
<td>1,086</td>
<td>1,439</td>
<td>2,200</td>
<td>1,730</td>
<td>4,200</td>
<td>191%</td>
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<tr>
<td>580 Board Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board Xerox</td>
<td>2,409</td>
<td>3,233</td>
<td>2,700</td>
<td>1,331</td>
<td>3,000</td>
<td>111%</td>
</tr>
<tr>
<td>Board Postage/UPS</td>
<td>489</td>
<td>1,098</td>
<td>1,000</td>
<td>259</td>
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<td>150%</td>
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<tr>
<td>Board Travel</td>
<td>2,779</td>
<td>2,946</td>
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<td>204</td>
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<td>200%</td>
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<tr>
<td>Board Food/Meetings</td>
<td>1,570</td>
<td>1,487</td>
<td>1,200</td>
<td>319</td>
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<td>Board Outreach</td>
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<td>0</td>
<td>0</td>
<td>275</td>
<td>100</td>
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<tr>
<td>Other</td>
<td>925</td>
<td>56</td>
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<td>0</td>
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<tr>
<td>Total</td>
<td>8,172</td>
<td>8,821</td>
<td>6,400</td>
<td>2,388</td>
<td>10,600</td>
<td>166%</td>
</tr>
<tr>
<td>590</td>
<td>Other Expenses</td>
<td>FY2001</td>
<td>FY2002</td>
<td>Budget 2003</td>
<td>FY03 July YTD</td>
<td>Budget 2004</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------------</td>
<td>--------</td>
<td>--------</td>
<td>-------------</td>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td></td>
<td>Bad Debts</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Dues and Fees</td>
<td>1,533</td>
<td>1,225</td>
<td>1,600</td>
<td>1,686</td>
<td>1,800</td>
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<tr>
<td></td>
<td>Tax Penalties and Interest</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Other Penalties and Fines</td>
<td>0</td>
<td>0</td>
<td>50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Bounced Checks- Unknown</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td></td>
<td>Misc. Expenses</td>
<td>239</td>
<td>47</td>
<td>100</td>
<td>248</td>
<td>250</td>
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<tr>
<td></td>
<td>Depreciation</td>
<td>5,349</td>
<td>4,457</td>
<td>1,800</td>
<td>1,934</td>
<td>5,500</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>7,122</td>
<td>5,729</td>
<td>1,800</td>
<td>1,934</td>
<td>7,600</td>
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<tr>
<td></td>
<td>Total Expenses</td>
<td>524,362</td>
<td>578,132</td>
<td>563,158</td>
<td>320,375</td>
<td>589,973</td>
</tr>
<tr>
<td></td>
<td>Other Income/Expenses</td>
<td>(11,824)</td>
<td>(14,184)</td>
<td>(14,600)</td>
<td>(8,755)</td>
<td>(15,425)</td>
</tr>
<tr>
<td></td>
<td>Net Income</td>
<td>(14,712)</td>
<td>(73,549)</td>
<td>(19,808)</td>
<td>(25,234)</td>
<td>(22,998)</td>
</tr>
</tbody>
</table>
Dear Board member:

For this meeting, we have 40 requests to consider which means we will have $88,000 for grants ($2,200 x 40).

Please remember the Maximum grants will be $3,000; Partial grants will be between $500-3,000; and Emergency grants will be $300.

AGENDA

Chairs: Marc for business, Hank for grants
* Minutes: Pam for business, Robin for grants
* Lunch: Yafreisy and another person

A. Meet, eat, greet 10:30-10:40
B. Agenda review 10:40-10:45
C. Team-Building Fun 10:45-11:00
D. Approve (or not) minutes of June 2003 board meeting 11:00-11:05
E. Grant allocations 11:05-1:00
F. Review/reflection on grant allocations 1:00-1:05
G. Lunch 1:05-1:40
H. Budget 1:40-1:55
I. Committee Reports:
   - Discuss what reports should be
   - Staff, Hiring, Board Development, Personnel,
   - Fundraising, Finance (including investment policy),
   - Communications, Grants, LRPC, Executive
J. Officer elections 2:45-2:50
K. Program/Political Discussion 2:50-4:00
L. Meeting review/reflection/evaluation. Set date for next meeting.
M. Adjourn
October 2003
Grant Requests and Proxy

Multi-Year

Renewal

1. Citizens for Alternatives to Radioactive Dumping $3,000
   144 Harvard Street, SE, Albuquerque, NM 87106     Rick Packie     505/266-2663
   Funding for year two of multi-year 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  Defer
   Comments:

2. 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
   Funding for year two of multi-year 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  Defer
   Comments:

3. Support Team International for Textileras (STITCH) $3,000
   1525 Newton Street, NW, Washington, DC 20010     June Lee     202/265-3790     www.stitchonline.org
   Funding for year two of 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  Defer
   Comments:

4. Utah Progressive Network (UPNet) $3,000
   P.O. Box 521391, Salt Lake City, UT 84152-1391     Lorna Vogt     801/466-0955     ldvogt@upnet.org
   Funding for year two of multi-year general support for organization that builds collective power for progressive
   social change in Utah by uniting organizations and individuals in a multi-issue, multi-constituency coalition
   working for justice, democracy and equality.
   Decision: Full  Partial  No  Undecided  Defer
   Comments:

Second Round

5. Committee on U.S./Latin American Relations (CUSLAR) $3,000
   316 Anabel Taylor Hall, Cornell University, Ithaca, NY 14853     Dana Brown     607/255-7293
   Funding for second round of multi-year general support for an organization that examines US military and
   economic policies in Latin America and the Caribbean.
   Decision: Full  Partial  No  Undecided  Defer
   Comments:
6. Peace and Justice Center of Eastern Maine $3,000
170 Park Street, Bangor, ME 04401 Ilze Peterson 207/942-9343 www.peacectr.org
Multi-year funding for organization that links individuals and groups concerned with peace, social justice and environmental issues in Eastern Maine.
Decision: Full _____  Partial _____  No _____  Undecided _____  Defer _____
Comments:  

Regular

Community Organizing/ Anti-Racism

7. Bitterroot Human Rights Alliance $3,000
P.O. Box 915, Hamilton, MT 59840 John Schneeberger 406/375-0088 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 _____  Defer _____
Comments:  

8. Border Action Network $3,000
P.O. Box 384, Tucson, AZ 85702 Jennifer Allen 520/623-4944 www.borderaction.org
Funding for a civil rights campaign, which seeks to organize Nogales and Douglas, Arizona immigrants to challenge the institutional racism and other systemic problems that exist within the Border Patrol through public education and trainings.
Decision: Full _____  Partial _____  No _____  Undecided _____  Defer _____
Comments:  

9. Center for Justice, Peace, and Environment $3,000
PO Box 400, Fort Collins, CO 80522 Cheryl Distaso 970/419-8944 www.cjpe.org
Funding for general support for community based organization working for social change in Northern Colorado.
Decision: Full _____  Partial _____  No _____  Undecided _____  Defer _____
Comments:  


10. Center for Political Education $3,000
522 Valencia St., San Francisco, CA 94110  Eman Desouky 415/431-1918  www.politicaleducation.org
Funding for general support for group which seeks to build social movements through education, analysis, theory, dialogue and action.

Decision: Full  Partial  No  Undecided  Defer
Comments:

11. Citizens for Justice, Equality, and Fairness $3,000
P.O. Box 536, Dandridge, TN 37725  Chris Hargrove 865/397-4693 cjef@earthlink.net
Funding for general support for predominantly African American grassroots community organizing group working to eliminate racism and other forms of oppression rural Jefferson County, Tennessee.

Decision: Full  Partial  No  Undecided  Defer
Comments:

12. Malcolm X Grassroots Movement $3,000
388 Atlantic Avenue, 3rd Floor, Brooklyn, NY 11217  Djibril Toure 718/254-8800  www.mxgm.com
Funding for the Central Brooklyn Community Cop Watch; a program that will establish nightly patrols to observe police interactions with community residents.

Decision: Full  Partial  No  Undecided  Defer
Comments:

13. National Conference for Community & Justice $3,000
1515 East Magnolia Street, #302, Knoxville, TN 37917-7834  Attica Scott 865/637-6140  www.nccj.org
Requesting funding for general support for groups which works to empower emerging leaders to create inclusive and just communities by opposing bias, bigotry and racism.

Decision: Full  Partial  No  Undecided  Defer
Comments:

Economic Justice

14. Action for Social And Ecological Justice $3,000
P.O. Box 57, Burlington, VT 05402  Anne Petermann 802/863-0571  www.asej.org
Funding for the Northeast Links Program which supports working-class and indigenous communities within northeastern North America to organize in response to global trade pacts.

Decision: Full  Partial  No  Undecided  Defer
Comments:
15. People Escaping Poverty Project  
116 Twelfth Street South, Moorehead, MN 56560  
Duke Schempp 218-236-5434 www.pepp.org  
Funding for general support for organization on the border of North Dakota and Minnesota that seeks to address the root causes of poverty and build leadership for low-income people.

Decision: Full  Partial  No  Undecided  Defer

Comments:

16. Seattle Alliance for Good Jobs and Housing for Everyone (SAGE)  
2800 1st Avenue, Suite 3, Seattle, WA 98121  
Sarah Jaynes 206/441-0499 www.seattlegoodjobs.org  
Funding for the accountable development project, which seeks to organize workers, residents and allied community organizations to have more control over a large development project that will cause local displacement and siphon resources needed in other neighborhoods.

Decision: Full  Partial  No  Undecided  Defer

Comments:

17. Tompkins County Living Wage Coalition  
110 North Geneva Street, Ithaca, NY 14850  
Carl Feuer 607/269-0409  
Funding for the Workers' Rights Center, which provides support and advocacy for low-income workers to negotiate for living wages and worker solidarity.

Decision: Full  Partial  No  Undecided  Defer

Comments:

Environmental

18. Glynn Environmental Coalition  
P.O. Box 2443, Brunswick, GA 31521  
Daniel Parshley 912/466-0934 www.darientel.net/~gec  
Funding for general support for environmental justice organization working to end toxic releases and clean up toxic sites in minority and low-income neighborhoods in Glynn County, Georgia.

Decision: Full  Partial  No  Undecided  Defer

Comments:

19. La Cienega Valley - Citizens for Environmental Safeguards  
48 Camino Montoya, Santa Fe, NM 87507  
Elaine Cimino 505/424-3630 ecimino@cybermesa.com  
Funding for a campaign that addresses the conflict of interest in the membership of the oversight committee of the Los Alamos National laboratory and to document the ongoing surveillance activity conducted by government agents of local peace, justice and environmental groups.

Decision: Full  Partial  No  Undecided  Defer

Comments:
Gay/Lesbian/Bisexual/ Transexual

20. Project 100/The Hartford Community Center $3,000
1841 Broad Street, Hartford, CT 061144 Regina Dyton 860/724-5542 www.project100htfd.com
Funding for the FACE-OFF project, which seeks to organize lgbtq students to change the discriminatory practices of administrators on the Hartford Board of Education.

Decision: Full _______ Partial _______ No _______ Undecided _______ Defer _______
Comments:

Health/AIDS/Disability

21. ACT UP Philadelphia $3,000
P.O. Box 22439, Land Title Station, Philadelphia, PA 19110 Jen Cohn 215/731-1844 www.critpath.org/actup
Funding for general support for organization which fights the global AIDS pandemic by addressing the basic health disparities and social injustices which perpetuate the epidemic.

Decision: Full _______ Partial _______ No _______ Undecided _______ Defer _______
Comments:

22. Community HIV/AIDS Mobilization for Power (CHAMP) $3,000
80A Fourth Avenue, Brooklyn, NY 11217 Julie Davids 267/476-2680 jdavids@critpath.org
Funding for general support for organization that seeks to address the critical need to build an effective movement bridging HIV/AIDS human rights and struggles for social and economic justice.

Decision: Full _______ Partial _______ No _______ Undecided _______ Defer _______
Comments:

23. Disabled Rights Action Committee $2,000
3565 South West Temple #16, Salt Lake City, UT 84115 Barbara Toomer 801/685-8214
Funding to assist 15 members participate in a march and roll from Philadelphia to Washington, D.C. to support MiCASSA, legislation which would move more Medicaid dollars to homes and communities rather than nursing homes.

Decision: Full _______ Partial _______ No _______ Undecided _______ Defer _______
Comments:
Labor

24. **Black Workers for Justice**
P.O. Box 1863, Rocky Mount, NC 27802  
Ashaki Binta 770/477-2760 bwfj@igc.org  
Funding for a workplace based group organizing the working poor and building a new, rank and file labor movement in the U.S. South.

Funding Request: $3,000

Decision: Full Partial No Undecided Defer

Comments:

25. **Jobs with Justice- Colorado**
2840 S. Vallejo Street, Englewood, CO 80110  
Felicia Hilton 303/806-0818 www.cojwj.org  
Funding for general support for coalition of labor unions, community groups and religious organizations that take collective action to advance the rights of working people in Colorado.

Funding Request: $3,000

Decision: Full Partial No Undecided Defer

Comments:

26. **Student/Farmworker Alliance (SFA)**
P.O. Box 603, Immokalee, FL 34143  
Brian Payne 239/657-8311 www.sfalliance.org  
Funding for the "Deconstructing the Bell" campaign, which singles out corporations with influence over Taco Bell in hopes they will pressure Taco Bell to confront the exploitative working conditions of its migrant farm workers.

Funding Request: $3,000

Decision: Full Partial No Undecided Defer

Comments:

27. **Working Massachusetts**
145 Tremont Street, #202, Boston, MA 02111  
Matt Borus 617/482-4471  
Funding for an outreach campaign aimed at low-income, striking, and laid-off union members on how to access safety net programs as a means of developing deeper union support for the welfare rights movement.

Funding Request: $3,000

Decision: Full Partial No Undecided Defer

Comments:

Media/Culture

28. **Albuquerque Center for Peace and Justice**
202 Harvard SE, Albuquerque, NM 87106  
Maria Santelli 505/268-9557 judkidd@juno.com  
Funding for the redesign, printing, and distribution of the group's monthly newsletter, which will be used as an organizing and outreach tool for the Center.

Funding Request: $3,000

Decision: Full Partial No Undecided Defer

Comments:
Middle East

29. Vermonters for a Just Peace in Palestine/Israel $1,780
1233 Shelburne Road, Suite D4, South Burlington, VT 05403 William Coil 802/658-2390 www.vtjp.org
Funding for general support for group which works to support the survival and self-determination of the Palestinian people, end the illegal Israeli occupation, and to counteract biased media reporting and foreign policy in order to promote the equality and safety of both Palestinians and Israelis.

Decision: Full Partial No Undecided Defer
Comments:

Native American/Native Peoples

30. Building Roads in Diverse Groups Empowering Students (BRIDGES) $3,000
P.O. Box 8385, U.North Dakota, Grand Forks, ND 58202-8385 Alva Irwin 701/777-2478 lva_irwin@und.nodak.edu
Funding for general support for group seeking to bring about racial justice on campus, including greater awareness to the interrelated issues of racism and sports mascots based upon a heated conflict over the use of the UND mascot the "Fighting Sioux."

Decision: Full Partial No Undecided Defer
Comments:

31. Indian People’s Action $3,000
208 East Main Street, Missoula, MT 59802 Janet Robideau 406/728-5297 www.mtpaction.org
Funding for direct action organization which works to build the voice and power of Montana’s urban Indians to achieve systemic changes.

Decision: Full Partial No Undecided Defer
Comments:

Peace/Anti-Militarism

32. Peninsula Peace and Justice Center $3,000
457 Kingsley Avenue, Palo Alto, CA 94301 Paul George 650/326-8837 www.peaceandjustice.org/
Funding for general support for organization works toward demilitarizing U.S. foreign policy and working for justice domestically and abroad.

Decision: Full Partial No Undecided Defer
Comments:
### Vietnam Veterans Against War

**Funding for a media outreach project which seeks to publicize the anti-war positions of military veterans, as well as to encourage them to perform direct actions on Veteran's Day.**

<table>
<thead>
<tr>
<th>Decision</th>
<th>Full</th>
<th>Partial</th>
<th>No</th>
<th>Undecided</th>
<th>Defer</th>
</tr>
</thead>
</table>

### WESPAC Foundation

**Funding for general support for group that works on issues involving criminal justice reform, fair trade, indigenous peoples' rights and an examination of structural racism in the peace movement.**

<table>
<thead>
<tr>
<th>Decision</th>
<th>Full</th>
<th>Partial</th>
<th>No</th>
<th>Undecided</th>
<th>Defer</th>
</tr>
</thead>
</table>

### Prisoners

**Funding for general support for group opposing the California "No Parole Policy" and advocating for the rights of incarcerated battered women.**

<table>
<thead>
<tr>
<th>Decision</th>
<th>Full</th>
<th>Partial</th>
<th>No</th>
<th>Undecided</th>
<th>Defer</th>
</tr>
</thead>
</table>

### Women

**Funding for general support for an organization which focuses on direct action as well as education to preserve a women's right to self-determination over her reproductive life.**

<table>
<thead>
<tr>
<th>Decision</th>
<th>Full</th>
<th>Partial</th>
<th>No</th>
<th>Undecided</th>
<th>Defer</th>
</tr>
</thead>
</table>

### Women of Color Alliance

**Funding for general support for organization seeking to develop an institutional foundation for social change activism led by and on behalf of women of color.**

<table>
<thead>
<tr>
<th>Decision</th>
<th>Full</th>
<th>Partial</th>
<th>No</th>
<th>Undecided</th>
<th>Defer</th>
</tr>
</thead>
</table>
Youth

38. Campus Action  $3,000
33 Central Avenue, Albany, NY 12210-1305  David Easter  518/463-5907  www.campusaction.net
Funding for the Overcoming Racism Project, which works to strengthen anti-racist organizing on area campuses.

Decision:  Full  Partial  No  Undecided  Defer
Comments:

39. Community Youth Organizing Campaign  $3,000
229 West Mt. Pleasant Ave., Philadelphia, PA 19119  Priyanka Jindal  215/753-1835  cyoc@critpath.org
Funding for general support for an organization doing community organizing in Philadelphia's Chinatown with indigenous workers.

Decision:  Full  Partial  No  Undecided  Defer
Comments:

40. Florida College Activist Conference  $3,000
2843 Hertha Avenue, Orlando, FL 32826  Emily Puff  407/595-3731  www.floridacollegeactivist.org
Funding for general support for an alliance of progressive college activists and activist groups to work locally on statewide campaigns, train new organizers and provide access to resources.

Decision:  Full  Partial  No  Undecided  Defer
Comments:

Total Number of Grants:  34 regular grants; 6 multi-year grants; 0 emergency grants; 0 loan; 34 not on agenda
Total Amount Requested:  $
Total Allocation for Cycle:  $
Total Grants:  regular grants; multi-year grants; emergency $
Total Loans:  $
Total Allocated:  $
Total # of Grants Allocated:  regular grants; multi-year grants; emergency
Total # of Loans:  
Total # of Grants and Loans:  
Not on Agenda

1. Ann Arbor Bill of Rights Defense Committee
402 Kellogg Street, #15, Ann Arbor, MI 48105    Michelle Kinnucan    734/913-4691
Funding for general support for group that seeks to pass a civil liberties ordinance in Ann Arbor in order to fight PATRIOT ACT II and serve as a national model for such ordinances.
Reason: Very new group. Only 6 people. No clear links to others doing this work already. Problematic answer to #10.

2. Beehive Design Collective
3 Elm Street, Machias, ME 04654    Kehben Grier    207/255-6737
Funding to make the Collective's building wheelchair-accessible.
Reason: Accessibility grants must support underlying organizing work. Group has been rejected for funding for projects several times.

3. Boston Social Forum Planning Committee
c/o Initiative for Change, 33 Harrison Ave, 4th Floor, Boston, MA 02111    Jason Pramas    617/338-9966
Funding for a regional Social Forum where progressive groups can network, to coincide with the Democratic National Convention.
Reason: Budget is over cap. Just one event- no ongoing plans. Plans for Forum not developed.

4. Carolina Interfaith Task Force on Central America (CITCA)
P.O. Box 1947, Asheville, NC 28802    Melissa Fridlin    828/777-3968
Funding for a Southeast speakers' tour that will send two Mexican speakers to 40 cities in 8 states to raise awareness of NAFTA and the FTAA.
Reason: Most of budget is for travel. Problems with organizing and tour: no clear follow-up, no on-going campaign. Information based, not organizing. Come back for follow up organizing after tour.

5. Catamount Tavern News
c/o Green Mountain Anarchist Collective, P.O. Box 76, Montpelier, VT 05601    Natasha? 802/272-8113
Funding for the printing and distribution costs of the Catamount Tavern newspaper, which seeks to provide information on workers and minority groups from a left perspective for the common Vermonter.
Reason: No clear need for this paper. No information on how supports organizing. No clear collaboration w/ others.

6. Center for Artistic Revolution
26 Coolwood Drive, Little Rock, AR 72202    Sabrina Zarco    501/603-2138
Funding for general support that seeks to use art for empowerment, especially in disenfranchised communities and for at-risk youth, through weekly visits to rural and urban locations.
Reason: Not clear what work actually entails. No information on why mobile model would be unique or have impact. Seems service oriented- so unclear why other organizations are not taking the lead. Come back in December with more clarity.

7. Central Pennsylvanians to Abolish the Death Penalty
P.O. Box 4415, Harrisburg, PA 17111    Andy Hoover    717/232-1943
Funding for the salary of a staff member and the opening of an office for group which opposes the death penalty.
Reason: Single issue group with no broad political vision. Majority white with no clear links to more diverse criminal justice groups in Pennsylvania. No stance on reproductive rights because seeking CCHD funding

8. Community FreeSkool
3405 Moore Street SE, Olympia, WA 98501    Beth Heard    360/280-1708
Funding for the development of a "community skill share directory" of free educational opportunities to be published online in 2004.
Reason: Directory is not an organizing tool. White organization. No position on reproductive rights
9. Cry Justice
c/o Alliance for Democracy-MN, Box 15172, Minneapolis, MN 55415 Sue Ann Martinson 612/221-1082
Funding for the conference, Cry Justice: Activism, Organizing, and Civil Liberties After 9-11, which will be held at
the same time as a National Lawyers' Guild conference and a conference on Civil Liberties After 9-11 at the
University of Minnesota.
Reason: Traditional peace/anti-war groups only involved. No broader links. Unclear why there should be a
counter conference. No future plans

10. Detroit Summer
4605 Cass Avenue, Detroit, MI 48201 Jenny Lee 734/353-9929
Funding for a youth leadership development project that will take place during the school year in preparation for
next summer's program, which the youth will coordinate.
Reason: Budget is over cap. No stance on reproductive rights.

11. Dr. Betty Shabazz Family Resource Center
City College of San Francisco, 50 Phelan Avenue, Student Union, San Francisco, CA 94112 Shante Saulsberry
415/239-3109
Funding for general support for a student-run group organized in response to welfare reform and the needs of
working poor students.
Reason: Mostly social service/education (e.g. "client" speak). Isolated collaborations on campus only. Diversity
issues.

12. Eugene PeaceWorks
454 Willamette St., Suite #205, Eugene, OR 97401 Phil Weaver 541/343-8548
Requesting funding to reach six schools in the Lane County area to do anti-military/recruiting education and
organizing.
Reason: No clear connection inside the school districts they're planning to work with. Board is very white. No
connection to No End Run Committee or War Resister's League who are doing similar work in Oregon.

13. Helluva Organized United Reciprocal System (H)OURS
823 Alter Street, Philadelphia, PA 19147 Fred Kittelmann 215/551-1490
Funding for the production of alternative currency, which has up to this point existed only electronically.
Reason: Seems like a one-person show. No wider connections or analysis. Rejected by Bread & Roses. Don't
collaborate with other alternative currency effort in Philadelphia

14. Justice Not War Coalition
454 Willamette Street, Eugene, OR 97405 Jen Knowlton 541/484-6671
Funding for the Peace, Justice and Media Conference, which will organize alternative media activists and
others against mainstream media propaganda in preparation for the 2004 election.
Reason: Group is unsophisticated. Seems to lack a broad understanding. Not actively working to
build coalitions or work across issues (see question 10).

15. Lake Worth Global Justice Group
111 South "K" Street, Lake Worth, FL 33460 Melodie Malfa 561/547-6686
Requesting funding to open a "puppet-building" art space in Lake Worth to use in protest/marches against the
FTAA
Reason: Young group, mostly white. Collaborative work is mainly groups coming to them.

16. May I Speak Freely
300 Broadway, Suite 25, San Francisco, CA 94133 Roz Dzelzitis 415/778-1117
Funding for a series of public education events featuring screenings of "Lost Decade," a documentary on the legacy
of U.S. involvement in Honduras.
Reason: No organizing efforts. Merely film screening
17. NARAL Wisconsin
611 North Broadway, Suite 410, Milwaukee, WI 53202 Deborah Lukovich 414/271-4811
Funding for campus organizers in Milwaukee and Madison, who will work as part of the group's Reproductive Access Project to educate about and promote access for emergency contraception.
**Reason:** Proposal very service oriented. Come back for an organizing project. Problematic answers to #10.

18. New Economy, Working Solutions (NEWS)
c/o SEIU, P.O. Box 6298, Santa Rosa, CA 95406-0298 Martin Bennett 707/939-8933
Funding for salary of a staff coordinator for the Living Wage Coalition of Sonoma County, who will work on an outreach and training program.
**Reason:** Rejected 6/03. 6/03 issues: diversity consists of labor activists on Board, but not clear they are part of progressive labor movement. Almost all white group. Unclear connections to local communities. High expectations for budget increase. No changes to proposal.

19. New York City AIDS Housing Network
80A Fourth Avenue, Brooklyn, NY 11217 Jennifer Flynn 718/802-9540
Requesting funding to mobilize membership to speak out at the Republican National Convention about the needs of low-income people living with HIV/AIDS
**Reason:** Budget is $201,000. Vague responses to question #10. Work is mainly service oriented.

20. Next Generation
1741 Lincoln Avenue, #6, San Rafael, CA 94901 Roni Krouzman 415/455-9498
Funding for general support for new organization that seeks to empower young people through education, training, and direct action.
**Reason:** Group is co-run by ex-Boston Mobilization director who moved to California with idea of starting a new youth organizing group. Already significant number of strong youth groups working on direct action and organizing. No connections with these groups. Not clear why another group is needed and why this organization. Not clear why need this money if expect that most of budget for the rest of the year will be covered by a major fund raiser. White leaders; no position on reproductive rights

21. Pan Left Productions
631 South 6th Avenue, Tucson, AZ 85701 Elizabeth Burden 520/792-9171
Funding for "Taking a Stand in the Borderlands" campaign, which seeks to challenge current US Southwest border policy through community organizing and media activism.
**Reason:** Grant is to duplicate and distribute video and pamphlets that have not been created. No clear organizing component.

22. Peace Action New York State
475 Riverside Drive, #549, New York, NY 10115 Ken Estey 212/870-2304
Requesting funding for general operating for an organization doing work around educating electoral candidates to take up progressive issues.
**Reason:** Focusing most of work on specific congressional campaigns. No mobilization of constituencies or organizing. One of two groups that are applying for this project, neither mentioning the other. No position on reproductive rights. 501(c)3 electoral issues.

23. Peace and Justice Alliance of Central Washington
211 East 8th Street, Ellensburg, WA 98926 Andrew Cottonwood 509/962-9599
Funding for the purchase of a computer and of software, which will be used to produce a newsletter.
**Reason:** More education than direct action. Not clear how newsletter going to help with organizing.
24. **People for Accountable and Successful Schools (P.A.S.S.)**  
105 William Street, 3rd Floor, New Bedford, MA 02740 Drae Perkins 508/801-5295  
Funding for an emergency grant to conduct a signature drive to put a binding question on the ballot which would replace the current at-large system for electing the New Bedford School Committee with a district-based plan.  
**Reason:** Not an emergency. Group formed in June 2002 and have been organizing around this issue since then. In June 2003, the New Bedford City Council refused to put the question on ballot. Group did not apply for funds until late-August. Electoral politics raises 501(c)3 issues. No information on collaborating organizations.

25. **Santa Barbara People's Coalition**  
876 Embarcadero Del Mar, Apartment C, Goleta, CA 93117 Jennifer Rogers 805/252-7383  
Funding for the Fourth Annual People's March for Social and Economic Justice, which seeks to address issues locally and globally.  
**Reason:** No follow-up organizing plan (same issue as when rejected 12/02)

26. **Solidarity! Revolutionary Center and Radical Library**  
13 West 14th Street, Downstairs, Lawrence, KS 66044 Ailecia Ruscin 785/865-1374  
Funding for general support for group that seeks to be a space for organizing and networking for progressive groups working across issues in Kansas.  
**Reason:** Appears to be a sectarian group. Very white. No clear organizing work or strategy

27. **Stop Abuse For Everyone (SAFE)**  
P.O. Box 951, Tualatin, OR 97062 Philip Cook 503/407-4674  
Funding for general support for a group that is dedicated to addressing family abuse and violence.  
**Reason:** Social services

28. **Support Coalition International**  
454 Willamette, #216, P.O. Box 11284, Eugene, OR 97440-3484 David Oaks 541-345-9106  
Funding for general support for group that fights for empowerment in the mental health system through action campaigns, including currently fighting the Bush Administration.  
**Reason:** Past problems remain; no position on reproductive rights. From 6/01 meeting: Many people on Board still not convinced. Are concerned their literature skirts important issues like violence and doesn’t propose any solid alternatives. Mostly rhetoric.

29. **Support, Training, Education, Partnership Services**  
98 Suffolk Street, Holyoke, MA 01040 Tyrone Wallace 413/536-7320  
Funding for a project which seeks to organize the formerly incarcerated to help those reentering society after incarceration.  
**Reason:** Social services

30. **Teton Sioux Nation Treaty Council**  
c/o American Indian Law Alliance, 4448 Jupiter Street NW, Albuquerque, NM 87107 Kent Lebsock 505/341-4230  
Funding for general support for an organization that uses international human rights laws to advocate for cultural and territorial rights for all Indigenous peoples.  
**Reason:** Application is not specific about exact work that is done. Mostly legal/lawsuit work. Come back for organizing project.

31. **Tinkers Workshop**  
1336 Channing Way, Berkeley, CA 94702 Nick Bertoni 510/644-2577  
Funding for Hear Here, which provides quality audio services at local progressive demonstrations to peer groups.  
**Reason:** Not organizing. Groups that they service can apply for accessibility grants. No position on reproductive rights
32. Vermont Harm Reduction Coalition
167 Main Street, Suite 302, Brattleboro, VT 05301  Alice Diorio  802/251-0066
Funding for general support for group that advocates for more humane drug policies, including increasing
access to needle exchange and implementing treatment in prisons.
Reason: Service-focused. No clear broad vision. No information on collaborations.

33. Water Stewards Network
176 Battery Street, Suite 1, Burlington, VT 05401  Ryan Case  802/860-0011
Funding for salary for staff member who will work on the group's national campaign, the Water March.
Reason: Project of Ocean Arks International, a $1.5 million organization. Not clear how they are separate. No
detailed analysis of water rights. No information on collaborations

34. Western New York Peace Center
2123 Bailey Avenue, Buffalo, NY 14211  Charles Cobb  716/894-2013
Funding for the "Campaign for a New Foreign Policy," which seeks to change the Bush Administration's
approach to foreign policy through strategic lobbying of legislators.
Reason: Focusing most of work on specific congressional campaigns. No mobilization of constituencies or
organizing. One of two groups that are applying for this project, neither mentioning the other. No position on
reproductive rights. 501(c)3 electoral issues.
2004 Budget Narrative

FYI: This budget was prepared as the result of a look back at trends over a five year period of Resist income and expenses. Line item increases or decreases are proposed based upon that trend analysis.

This Budget reflects an Operating Budget rather than a Forecasting Budget.

An operating budget shows only actual income and expenses projected for the fiscal year. This would not include line items such as unrealized gains/losses on investments. It can also exclude costs related to depreciation. It would generally be read in conjunction with a forecasting budget to give the most complete financial picture.

A forecasting budget is one that includes projected gains and losses in asset value as well as actual income and expenses. It is generally used to give a more accurate projection of an organization’s asset value at year end.

While the Finance Committee has decided to present the Board with an Operating Budget, Board members should be aware that the 2004 Financial Statements will reflect the presentation provided by a Forecasting Budget. As a result, there will be a discrepancy between the Financial Statements and the Operating Budget of approximately $5,000 in income and expenses. The Committee will provide an explanation for this discrepancy with each presentation of the Financial Statements to the Board.

A 2004 Forecasting Budget is also attached- which can be read in conjunction with the Operating Budget.

In 1996 the Board voted to spend down current assets at up to $20,000 of expenses over income each year. The Board also voted that:

1. All restricted funds must be maintained at current principal levels. This would include: the Loan Fund, the Resist Endowment, the Holmes Memorial Fund and the Cohen Memorial Fund. Currently, this totals approximately $106,761.
2. Resist will maintain $25,000 in cash on hand each year in the Operating Fund to cover the costs of any prospecting mailing (later amended to cover any temporary cash shortfall).
3. Resist will reserve $35,000 to cover any unanticipated expenses which might arise during the course of a single year. Based on current budget expansion this totals $70,000.

As a result, the total fund balances which Resist should not fall below is $200,000. The FY2004 Budget takes this policy into account and reflects spending at approximately $20,000 over income leaving asset levels at approximately $370,000.

Income

*Income Projections*

*Internal and External mailing Income:* Newsletter is projected to increase by 7% ($5,000) based upon the expected increase in Newsletter contributions in FY03. ABC income will increase by 7% ($9,000) based upon increased numbers of donors retained through prospect mailings and higher rates of giving. Prospect income is projected to increase by 1% ($500) based upon systematization and testing of lists. Pledge income is projected to increase by 6% ($9,000) based upon pledge drives, electronic funds transfers and credit card increases. Increases predicted from internal and external mailings total $23,000 (7% over FY03).
**Special Contributions:** Stocks are projecting $5,000 more income in comparison to FY03 budget based on current projections and stock valuation. Unsolicited donations are expected to remain the same given that $62,000 in FY03 was received through bequests which are not anticipated to reoccur in FY04. The gap will be made up through increased use of the Board fund-raising program and potential new donors. As a result, Special Contributions will show a 3% gain of $7,650.

**Stock Dividends:** Projected $200 less income in comparison to FY03 budget based on current projections and stock valuation.

**Sales:** T-shirts sales are projected to decrease by $1,300 given the lack of new lines.

**Total Income:** Projection is for approximately $29,000 more in revenue in comparison to FY03 (a 5% increase).

**Fund-raising Strategies Proposed for 2004**

Resist’s income has steadily increased over the last eight years. Whereas Resist benefitted from the economic boom of the 1990s, Resist might experience a proportional drop during the economic downturn of the current market. Thus far, that has not been the case, but other organizations have experienced a reduction in major gifts. Given that Resist may also encounter some decreases in the traditional sources of funding, three emphases are suggested for the coming year:

1. **Develop a planned giving program.**
   This encompasses funds that Resist could receive as the beneficiary of a will, bequest, insurance policy, mutual fund dispersal, retirement plan, etc. A planned giving program is a service to Resist’s donors because it gives them an opportunity to invest in their political beliefs using tax-deductible methods to maximize their giving and minimize costs.

   Resist could take a range of steps to initiate this program, some of which have costs ranging from $0-$4,700, including:
   - advertise in the Newsletter $0
   - develop a brochure for distribution to contributors $3,700
   ($2,000 consultant, printing $1,000, distribution $700)
   - staff development and training: $500-$1,000

   Income from a Planned Giving Program depends on a range of variables, including the level of outreach, the health and wealth of donors, and the time frame for giving. Resist has received gifts from bequests as small as $1,000 and anticipate gifts as large as $500,000.

   Without significant research into other variables and the steps that similar organizations have experienced, it is not possible to assign real numbers to the "benefit." The possibility does exist for a high rate of long-term return on the investment.

2. **Increase Board outreach to potential donors.**
   This is a modest proposal that each Board member write a letter and send an information packet to 10 additional individuals that they know who might be interested in Resist. They could be family members, colleagues, fellow activists, etc.

   Some projected efforts and costs include:
   - Board training: $500
   - Materials: $0
   (already available Newsletters, brochures, etc.)
   - Distribution (postage): $100
   - Board time: invaluable but in-kind $0
Projected income: If 10 Board members contact 10 people, and at least two individuals give an average of $50, that would raise $1,000. Responses could be considerably higher.

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
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<tbody>
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<td>$200</td>
<td>$225</td>
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<td>$300</td>
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<tr>
<td>Benefit</td>
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<td>$2,000</td>
<td>$3,000</td>
<td>$4,000</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

3. Expand the base through maintenance of prospect mailing program.
Resist has engaged in a donor acquisition project for the last several years. That should continue. It does not need to expand appreciably, but it is important to maintain donor acquisition to offset (and move past) donor attrition. The costs and benefits of this strategy are already included in the FY2004 budget.

Expenses
There are no major program changes identified in this budget given the lack of information upon which to base expenditure projections. Any Board decision-making about programmatic changes will require a budget revision process to take those costs into account.

Grants: Projecting a $5,000 increase (2%) in grant spending based upon current spending patterns. This will ease fundraising mailings where Resist notes that grant spending has increased over the prior year.

Personnel: An increase of $1,097 reflects: staff cost-of-living increases, a 3.3% raise and health insurance cost increases. Please note that Robin is currently working 4/5 time and is not budgeted as a full time position for 2004.

Other Fundraising Costs: This reflects an increase of $1,600 and provides funds for a planned giving or deadbeat mailing consultant.

Bank Charges: An increase of $1,875 of the budget for FY03 reflects fees accrued for credit card transactions.

Travel, Staff Development and Conferences: An increase of $3,750 is based upon travel needs for participation in the Rye Collaborative, National Network of Grantmakers conference and travel fees and skill building workshops for staff.

Board Expenses: This reflects an increase of $4,200 and is based primarily upon travel, mailing and xerooting cost increases.

Other Adjustments: There are minor adjustments based on increased postage and mailing costs reflected across spending categories.

Fiscal Overview
This budget leaves Resist with $20,798 of expenses over income (a net loss).
## Budget - 2004
### Consolidated Form
### Operating Budget

<table>
<thead>
<tr>
<th></th>
<th>FY2001</th>
<th>FY2002</th>
<th>Budget 2003</th>
<th>Budget 2004</th>
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</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Mailings</td>
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<td>$333,043</td>
<td>$342,500</td>
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<tr>
<td>Prospect Mailings</td>
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<td><strong>Total Income</strong></td>
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<td>$589,178</td>
<td>$641,150</td>
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<table>
<thead>
<tr>
<th><strong>Expenses</strong></th>
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<tbody>
<tr>
<td><strong>Fundraising</strong></td>
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<tr>
<td>Internal Mailing Costs</td>
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<td>Other Fundraising Costs</td>
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<td><strong>Total Fundraising Costs</strong></td>
<td>$70,813</td>
<td>$57,599</td>
<td>$70,420</td>
<td>$72,120</td>
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</tbody>
</table>

| **Program**          |        |        |             |             |
| Grants               | $295,900 | $336,880 | $300,000   | $305,000   |
| Grants Program       | $895    | $696   | $1,025      | $1,100      |
| Newsletter           | $34,774  | $42,733 | $43,800     | $49,950     |
| Website              | $784    | $0     | $700        | $1,000      |
| **Total Program Costs** | $332,353 | $380,309 | $345,525   | $357,050   |

| **Other**            |        |        |             |             |
| Personnel            | $153,338 | $160,105 | $173,143   | $179,240   |
| General and Administrative | $52,382  | $55,894 | $65,470     | $74,188     |
| Board Expenses       | $8,172  | $8,821  | $6,400      | $10,600     |
| **Total Other Costs** | $213,892 | $224,820 | $245,013   | $264,028   |

| **Total Expenses**   | $617,058 | $662,728 | $660,958   | $693,198   |
| **Total Income (Loss)** | ($14,714) | ($73,550) | ($19,808)  | ($22,998)  |
## Budget 2004
### Overview - Operating Budget

#### Income

<table>
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<tr>
<th>FY2001</th>
<th>FY2002</th>
<th>Budget 2003</th>
<th>Budget 2004</th>
<th>04/03 %</th>
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<td>304 Contributions-Pledges</td>
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<td>306 Contributions-ABC Mailing</td>
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<td>120,078</td>
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<td>138,000</td>
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<tr>
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<td>52,353</td>
<td>41,851</td>
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<td>446</td>
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<td>1,050</td>
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<td>370 Royalties</td>
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<td>375 Fiscal Sponsorship Fees</td>
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<tr>
<td>380 Interest &amp; Dividends</td>
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<td>(28,606)</td>
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#### Expenses

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<th>Budget 2003</th>
<th>Budget 2004</th>
<th>04/03 %</th>
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<td>8,200</td>
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<td>421 Newsletter Costs</td>
<td>34,774</td>
<td>42,733</td>
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<td>49,950</td>
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<td>441 ABC Mailing Costs</td>
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<td>9,495</td>
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<td>11,200</td>
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<td><strong>(19,808)</strong></td>
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## 2004 Operating Budget

<table>
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<tr>
<th>Income</th>
<th>FY2001</th>
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<th>Budget 2003</th>
<th>FY03 July YTD</th>
<th>Budget 04/03</th>
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<td>360 Sales</td>
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<td>161</td>
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### Expenses

<table>
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<th>Expenses</th>
<th>FY2001</th>
<th>FY2002</th>
<th>Budget 2003</th>
<th>FY03 July YTD</th>
<th>Budget 04/03</th>
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<tr>
<td>411 Pledge Costs</td>
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# 2004 Operating Budget

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<th>2003 Budget</th>
<th>FY03 July YTD</th>
<th>2004 Budget</th>
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<td><strong>441 ABC Mailing Costs</strong></td>
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<td>72,000</td>
<td>60,000</td>
<td>24,000</td>
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<td>Thank You Cards- Cost</td>
<td>127</td>
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<td>Thank You Cards- Printing</td>
<td>55</td>
<td>165</td>
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<td>Thank You Cards- Postage</td>
<td>658</td>
<td>1,092</td>
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<td>417</td>
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<td>Promo T-Shirts</td>
<td>230</td>
<td>147</td>
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<td>150</td>
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<td>14</td>
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<td><strong>Total</strong></td>
<td>1,069</td>
<td>1,554</td>
<td>1,820</td>
<td>536</td>
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<td>Gross Pay</td>
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<td>124,137</td>
<td>139,464</td>
<td>80,975</td>
<td>138,308</td>
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<td>7,618</td>
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<td>157,627</td>
<td>160,105</td>
<td>178,143</td>
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<td>179,240</td>
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<td>04/03 %</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>---------</td>
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<td>-------------</td>
<td>---------------</td>
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<tr>
<td>510 Rent</td>
<td>25,444</td>
<td>31,308</td>
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<td><strong>Office Expenses</strong></td>
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<td>Telephone</td>
<td>3,727</td>
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<td>Office Xerox</td>
<td>20</td>
<td>(550)</td>
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<tr>
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<td>0</td>
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<td>0</td>
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<td>80%</td>
</tr>
<tr>
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<td>696</td>
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<td>459</td>
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<td>782</td>
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<td>500%</td>
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<td>560 Professional Fees</td>
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<td>0</td>
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<td>50%</td>
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<tr>
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<td>8,453</td>
<td>9,500</td>
<td>8,625</td>
<td>10,500</td>
<td>111%</td>
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<td>1,439</td>
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<td>1,730</td>
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<td>580 Board Expenses</td>
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<td>Board Xerox</td>
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<td>3,233</td>
<td>2,700</td>
<td>1,331</td>
<td>3,000</td>
<td>111%</td>
</tr>
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<td>Board Postage/UPS</td>
<td>489</td>
<td>1,098</td>
<td>1,000</td>
<td>259</td>
<td>1,500</td>
<td>150%</td>
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<td>Board Travel</td>
<td>2,779</td>
<td>2,946</td>
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<td>204</td>
<td>3,000</td>
<td>200%</td>
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<td>Board Food/Meetings</td>
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<td>56</td>
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<td>8,821</td>
<td>6,400</td>
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# 2004 Operating Budget

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<th>FY2001</th>
<th>FY2002</th>
<th>Budget 2003</th>
<th>FY03 July YTD</th>
<th>Budget 2004</th>
<th>04/03 %</th>
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<td>590 Other Expenses</td>
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<td>Bad Debts</td>
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<td>0</td>
<td>0</td>
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<td>Dues and Fees</td>
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<td>1,686</td>
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<td>0</td>
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<td>100%</td>
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<td>0</td>
<td>0</td>
<td>0%</td>
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<td>0</td>
<td>0</td>
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<td>Misc. Expenses</td>
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<td>1,934</td>
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<td>5,729</td>
<td>1,800</td>
<td>1,934</td>
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<td>563,158</td>
<td>320,375</td>
<td>589,973</td>
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<td>(14,184)</td>
<td>(14,600)</td>
<td>(8,755)</td>
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<td>(73,549)</td>
<td>(19,808)</td>
<td>(25,234)</td>
<td>(22,998)</td>
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Enclosed:

Board Development Committee: September 19, 2003
Communications Committee:
Executive Committee: September 9, 2003
Finance Committee: September 18, 2003 (draft)
Fundraising Committee: August 14, 2003
Grant Committee: September 10, 2003
Personnel Committee:
Staff Meetings: August 25, 2003

Pending:
Board Development Committee Meeting  
September 19, 2003

Present: Becca Howes-Mischel (minutes), Marc Miller, Carol Schachet

1. Check-in: Mentors, Board Health

Mentorship of new Board members seem to be going pretty well- Robin has been meeting with Kendra, Marc has been corresponding with Cynthia, and Pam is in touch with Regina.

Attendance: Check-in with members about their attendance at Board and Committee meetings just to see how things are going. Becca will call Kay to check-in with her about how things are going. BDC will track attendance levels more closely and call Board members to check-in with them about things are going.

2. Recruitment:

Two resumes sent in: John Anderson (e-mailed to BDC), Payal Parekh (letter in office)- Carol will set up interviews. Becca can be present the Friday before the Board Meeting, otherwise Carol and Marc will set up interviews with another Board Member.  
Ann Lipsett and Will Miller supposed to send resumes in.

Folks from Ty's exit interview- no contact information given. Marc will track down contact information for Steve Meacham, Chinese Progressive Association, Jason Paramus (Boston Social Forum), Trotter Institute.

Marc has suggested another Board candidate Clara Garcia at the Women’s Educational and Industrial Union. Carol will send her a packet. Carol will also follow-up with Gabriel Camacho at AFSC, who was recommended by Leila.

Carol has sent packets or contacted all other Board candidates.

3. Board workload-- proposals for divvying up the reading assignments

Ways to think about reading packets to lessen the workload during busy cycles.
1) Divide up topically based on individual organizing emphases or areas of expertise
2) Divide up numerically into teams so 3-5 people would be focusing on a smaller amount of grants

Send current idea piece to Board for comment via email and added feedback for Committee.
October 2003
Grant Decisions

Multi-Year

Renewals

1. Citizens for Alternatives to Radioactive Dumping $3,000
   144 Harvard Street, SE, Albuquerque, NM 87106  Rick Packie  505/266-2663
   Funding for year two of multi-year 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:

2. Coalition for the Human Rights of Immigrants (CHRI) $3,000
   339 Lafayette Street, New York, NY 10012  Jane Guskin  212/254-2591
   Funding for year two of multi-year 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  X  Partial  No  Undecided
   Comments:

3. Support Team International for Textileras (STITCH) $3,000
   1525 Newton Street, NW, Washington, DC 20010  June Lee  202/265-3790
   Funding for year two of 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: Will be too big next year.

4. Utah Progressive Network (UPNet) $3,000
   P.O. Box 521391, Salt Lake City, UT 84152-1391  Lorna Vogt  801/466-0955
   Funding for year two of multi-year general support for organization that builds collective power for
   progressive social change in Utah by uniting organizations and individuals in a multi-issue, multi-
   constituency coalition working for justice, democracy and equality.
   Decision: Full  X  Partial  No  Undecided
   Comments:
Second Round Multi-Year Request

5. Committee on U.S./Latin American Relations (CUSLAR)  $3,000
316 Anabel Taylor Hall, Cornell University, Ithaca, NY 14853  Dana Brown  607/255-7293
Funding for general support for an organization that examines US military and economic policies in Latin America and the Caribbean.

Decision:  Full  _X_  Partial  _____  No  ____  Undecided  _____
Comments:
Not a multi-year grant. Need a plan for moving off campus. Not a diverse organization. Seem to have a good funding base. Do good work and good at marketing themselves.

New Multi-Year Request

6. Peace and Justice Center of Eastern Maine  $3,000
170 Park Street, Bangor, ME 04401  Ilze Peterson  207/942-9343
Funding for general support for organization that links individuals and groups concerned with peace, social justice and environmental issues in Eastern Maine.

Decision:  Full  _X_  Partial  _____  No  ____  Undecided  _____
Comments:
One year only. Not a multi-year.

Regular

Community Organizing/ Anti-Racism

7. Bitterroot Human Rights Alliance  $3,000
P.O. Box 915, Hamilton, MT 59840  John Schneeberger  406/375-0088
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  _X_  Partial  _____  No  ____  Undecided  _____
Comments:
Important work in a tough area.

8. Border Action Network  $1,000
P.O. Box 384, Tucson, AZ 85702  Jennifer Allen  520/623-4944
Funding for a civil rights campaign, which seeks to organize Nogales and Douglas, Arizona immigrants to challenge the institutional racism and other systemic problems that exist within the Border Patrol through public education and trainings.

Decision:  Full  _____  Partial  _X_  No  ____  Undecided  _____
Comments:
Mixed references. Seem to have $86,000 in foundation grants. Very bad reference received after the Board meeting. Might need to table.
9. Center for Justice, Peace, and Environment $1,000
P.O. Box 400, Fort Collins, CO 80522 Cheryl Distaso 970/419-8944
Funding for general support for community based organization working for social change in Northern Colorado.

Decision: Full _____ Partial ___ X No _____ Undecided _____
Comments: Poorly written proposal. Need to articulate a more clear vision and include a workplan. Need to recruit members to Board for diversity

10. Center for Political Education $1,500
522 Valencia St., San Francisco, CA 94110 Eman Desouky 415/431-1918
Funding for general support for group which seeks to build social movements through education, analysis, theory, dialogue and action.

Decision: Full _____ Partial ___ X No _____ Undecided _____
Comments: Take a chance.

11. Citizens for Justice, Equality, and Fairness $3,000
P.O. Box 536, Dandridge, TN 37725 Chris Hargrove 865/397-4693
Funding for general support for predominantly African American grassroots community organizing group working to eliminate racism and other forms of oppression rural Jefferson County, Tennessee.

Decision: Full ___ X Partial _____ No _____ Undecided _____
Comments:

12. Malcolm X Grassroots Movement $1,000
388 Atlantic Avenue, 3rd Floor, Brooklyn, NY 11217 Djibril Toure 718/254-8800
Funding for the Central Brooklyn Community Cop Watch; a program that will establish nightly patrols to observe police interactions with community residents.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments: Defer to grant committee for clarification of budget. Cell phone costs are way too high at $85 per phone per month. Foundation information is not clear- show grants received in narrative but not in budget. Not clear from application are actually engaged in organizing.

13. National Conference for Community & Justice $2,000
1515 East Magnolia Street, #302, Knoxville, TN 37917-7834 Attica Scott 865/637-6140
Funding for general support for groups which works to empower emerging leaders to create inclusive and just communities by opposing bias, bigotry and racism.

Decision: Full _____ Partial ___ X No _____ Undecided _____
Comments: Activist organization that makes sense for the local community.
Economic Justice

14. Action for Social And Ecological Justice $1,000
P.O. Box 57, Burlington, VT 05402 Anne Petermann 802/863-0571
Funding for the Northeast Links Program which supports working-class and indigenous communities within northeastern North America to organize in response to global trade pacts.

Decision: Full ___ Partial ___ X No ___ Undecided ___
Comments:
Appear to be "doing for" the Native American community but no clear involvement of that constituency. Are in transition right now- two long term staff and several Board members are leaving. Are up front about the internal conflicts. Quality of work still seems good. Have other funding.

15. People Escaping Poverty Project $3,000
116 Twelfth Street South, Moorehead, MN 56560 Duke Schempp 218-236-5434
Funding for general support for organization on the border of North Dakota and Minnesota that seeks to address the root causes of poverty and build leadership for low-income people.

Decision: Full ___ X Partial ___ No ___ Undecided ___
Comments:

16. Seattle Alliance for Good Jobs and Housing for Everyone (SAGE)
2800 1st Avenue, Suite 3, Seattle, WA 98121 Sarah Jaynes 206/441-0499
Funding for the accountable development project, which seeks to organize workers, residents and allied community organizations to have more control over a large development project that will cause local displacement and siphon resources needed in other neighborhoods.

Decision: Full ___ Partial ___ No ___ X Undecided ___
Comments:
Not specific regarding the project. Mixed references. Unclear if a stand alone organization or an arm of HERE.

17. Tompkins County Living Wage Coalition $1,500
110 North Geneva Street, Ithaca, NY 14850 Carl Feuer 607/269-0409
Funding for the Workers' Rights Center, which provides support and advocacy for low-income workers to negotiate for living wages and worker solidarity.

Decision: Full ___ Partial ___ X No ___ Undecided ___
Comments:
Small organization so partial will have effect on small budget.
Environmental

18. Glynn Environmental Coalition
P.O. Box 2443, Brunswick, GA 31521 Daniel Parshley 912/466-0934
Funding for general support for environmental justice organization working to end toxic releases and clean up toxic sites in minority and low-income neighborhoods in Glynn County, Georgia.

Decision: Full _____ Partial X No _____ Undecided _____
Comments: What are "gender bender" chemicals? Ask to address comments about Latino/Black economic issues from Question #10 where they talk about Latino immigrants working at lower wages and taking historically Black jobs.

19. La Cienega Valley - Citizens for Environmental Safeguards
48 Camino Montoya, Santa Fe, NM 87507 Elaine Cimino 505/424-3630
Funding for a campaign that addresses the conflict of interest in the membership of the oversight committee of the Los Alamos National laboratory and to document the ongoing surveillance activity conducted by government agents of local peace, justice and environmental groups.

Decision: Full _____ Partial _____ No X Undecided _____
Comments: Mixed references. Seem to be only 4 people.

Gay/Lesbian/Bisexual/ Transexual

20. Project 100/The Hartford Community Center
1841 Broad Street, Hartford, CT 06114 Regina Dyton 860/724-5542
Funding for the FACE-OFF project, which seeks to organize lgbtq students to change the discriminatory practices of administrators on the Hartford Board of Education.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments: Defer to December. Only received materials requested two days before grant meeting.

Health/AIDS/Disability

21. ACT UP Philadelphia
P.O. Box 22439, Land Title Station, Philadelphia, PA 19110 Jen Cohn 215/731-1844
Funding for general support for organization which fights the global AIDS pandemic by addressing the basic health disparities and social injustices which perpetuate the epidemic.

Decision: Full X Partial _____ No _____ Undecided _____
Comments:
22. Community HIV/AIDS Mobilization for Power (CHAMP) $3,000
80A Fourth Avenue, Brooklyn, NY 11217 Julie Davids 267/476-2680
Funding for general support for organization that seeks to address the critical need to build an effective movement bridging HIV/AIDS human rights and struggles for social and economic justice.

Decision: Full _X_ Partial _____ No _____ Undecided _____
Comments: Developing from organizing experience and contacts.

23. Disabled Rights Action Committee $2,000
3565 South West Temple #16, Salt Lake City, UT 84115 Barbara Toomer 801/685-8214
Funding for general support for disability rights organization engaged in direct action and civil disobedience to ensure fair housing, health care choices and access to transportation and businesses.

Decision: Full _____ Partial _X_ No _____ Undecided _____
Comments: For general support

Labor

24. Black Workers for Justice $3,000
P.O. Box 1863, Rocky Mount, NC 27802 Ashaki Binta 770/477-2760
Funding for a workplace based group organizing the working poor and building a new, rank and file labor movement in the U.S. South.

Decision: Full _X_ Partial _____ No _____ Undecided _____
Comments: Contingent upon receipt of prior progress report

25. Jobs with Justice- Colorado $3,000
2840 S. Vallejo Street, Englewood, CO 80110 Felicia Hilton 303/806-0818
Funding for general support for coalition of labor unions, community groups and religious organizations that take collective action to advance the rights of working people in Colorado.

Decision: Full _____ Partial _____ No _X_ Undecided _____
Comments: References were mixed. Organizing is limited.

26. Student/Farmworker Alliance $3,000
P.O. Box 603, Immokalee, FL 34143 Brian Payne 239/657-8311
Funding for the "Deconstructing the Bell" campaign, which singles out corporations with influence over Taco Bell in hopes they will pressure Taco Bell to confront the exploitative working conditions of its migrant farm workers.

Decision: Full _X_ Partial _____ No _____ Undecided _____
Comments:
27. Working Massachusetts
145 Tremont Street, #202, Boston, MA 02111 Matt Borus 617/482-4471
Funding for an outreach campaign aimed at low-income, striking, and laid-off union members on how to access safety net programs as a means of developing deeper union support for the welfare rights movement.

Decision: Full ______ Partial ______ No ______ X Undecided ______
Comments: Need to rebuild alliances. Diversity issues. Current campaign is about outreach for services as opposed to changing the status quo.

Media/Culture

28. Albuquerque Center for Peace and Justice $2,500
202 Harvard SE, Albuquerque, NM 87106 Maria Santelli 505/268-9557
Funding for the redesign, printing, and distribution of the group's monthly newsletter, which will be used as an organizing and outreach tool for the Center.

Decision: Full ______ Partial ______ X No ______ Undecided ______
Comments: ______

Middle East

29. Vermonters for a Just Peace in Palestine/Israel $1,800
1233 Shelburne Road, Suite D4, South Burlington, VT 05403 William Coil 802/658-2390
Funding for general support for group which works to support the survival and self-determination of the Palestinian people, end the illegal Israeli occupation, and to counteract biased media reporting and foreign policy in order to promote the equality and safety of both Palestinians and Israelis.

Decision: Full ______ X Partial ______ No ______ Undecided ______
Comments: ______

Native American/Native Peoples

30. Building Roads in Diverse Groups Empowering Students (BRIDGES)
P.O. Box 8385, University of North Dakota, Grand Forks, ND 58202-8385 Alva Irwin 701/777-2478
Funding for general support for group seeking to bring about racial justice on campus, including greater awareness to the interrelated issues of racism and sports mascots based upon a heated conflict over the use of the UND mascot the "Fighting Sioux."

Decision: Full ______ Partial ______ No ______ X Undecided ______
Comments: Never sent information requested
31. Indian People's Action
208 East Main Street, Missoula, MT 59802  Janet Robideau  406/728-5297
Funding for direct action organization which works to build the voice and power of Montana's urban Indians to achieve systemic changes.

Decision: Full  ______ Partial  ______ No  ______ X Undecided  ______
Comments: Analysis not deep. Very mixed references.

Peace/Anti-Militarism

32. Peninsula Peace and Justice Center
457 Kingsley Avenue, Palo Alto, CA 94301  Paul George  650/326-8837
Funding for general support for organization that works toward demilitarizing U.S. foreign policy and working for justice domestically and abroad.

Decision: Full  ______ Partial  ______ No  ______ X Undecided  ______
Comments: Have access to other funds. Send positive letter about their work.

33. Vietnam Veterans Against War
P.O. Box 408594, Chicago, IL 60640  Barry Romo  773/327-5756
Funding for a media outreach project which seeks to publicize the anti-war positions of military veterans, as well as to encourage them to perform direct actions on Veteran's Day.

Decision: Full  ______ Partial  ______ No  ______ X Undecided  ______
Comments: Not organizing. No next steps. Come back with another project.

34. WESPAC Foundation  $2,000
255 Dr. Martin Luther King Jr. Blvd, White Plains, NY 10601  Nada Khader  914/682-0488
Funding for general support for group that works on issues involving criminal justice reform, fair trade, indigenous peoples' rights and an examination of structural racism in the peace movement.

Decision: Full  ______ Partial  ______ X No  ______ Undecided  ______
Comments: Supported mostly by the community. Little reliance on foundation dollars.

Prisoners

35. Free Rosario Munoz Committee  $1,000
3919 1/2 Langford Street, Los Angeles, CA 90063  Veronica Obregon  323/633-9335
Funding for general support for group opposing the California "No Parole Policy" and advocating for the rights of incarcerated battered women.

Decision: Full  ______ X Partial  ______ No  ______ Undecided  ______
Comments:
Women

36. Juneau Pro-Choice Coalition $2,500
P.O. Box 22860, Juneau, AK 99802 Cindy Smith 907/463-1548
Funding for general support for an organization which focuses on direct action as well as education to preserve a women's right to self-determination over her reproductive life.

Decision: Full X Partial No Undecided 
Comments: Only accessible by boat, airplane or dog sled. Given that, do good alliance building. Important work in an isolated area.

37. Women of Color Alliance $3,000
P.O. Box 603, Meridian, ID 83680 Sonya Rosario 208/344-4914
Funding for general support for an organization seeking to develop an institutional foundation for social change activism led by and on behalf of women of color.

Decision: Full X Partial No Undecided 

Youth

38. Campus Action
33 Central Avenue, Albany, NY 12210-1305 David Easter 518/463-5907
Funding for the Overcoming Racism Project, which works to strengthen anti-racist organizing on area campuses.

Decision: Full Partial No X Undecided
Comments: Vision has not broadened over time. Not youth led. Same director for many years (who is now in 50s?)

39. Community Youth Organizing Campaign $2,500
Funding for general support for an organization doing community organizing in Philadelphia's Chinatown with indigenous workers.

Decision: Full Partial X No Undecided
Comments: Not clear where cross-issue organizing happens

40. Florida College Activist Conference $2,000
2843 Hertha Avenue, Orlando, FL 32826 Emily Puff 407/595-3731
Funding for general support for an alliance of progressive college activists and activist groups to work locally on statewide campaigns, train new organizers and provide access to resources.

Decision: Full Partial X No Undecided
Comments: No people of color caucus- even though have many others.
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<th>Description</th>
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<td>Total Number of Grants:</td>
<td>34 regular grants; 6 multi-year grants; 0 emergency grants; 0 loans;</td>
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<tr>
<td>Total # of Grants and Loans:</td>
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</table>
1. Fundraising

The House appeal is a pledge letter drive. Cynthia Bargar will sign it. Kay will review it. Hopefully it will be at press by Wednesday. It will get dropped bulk rate in the first week of September.

The prospect mailing is moving forward. Carol is working with Carolyn Copp- who Nancy Greenhouse recommended. She lowered her consulting fee by $1,000 for this mailing. There have been minor revisions made to the test package- particularly to the sections on the war in Iraq. The lowest donation is now set at $25.00. It will get sent to 45,000 people- a significant number of which will be from Public Citizen. It should drop the first week in October.

There is a glitch in the pledge reminder program. The terminology in the letter does not match the date due. Steve Wishengrad will take a look at it.

2. Newsletter

The September issue is at press. It seems to be a weird hodgepodge of articles- but it will be okay. The October issue will be on organizing in the South. The November issue will focus on the Pacific Rim.

3. Grants

Jean has partially data entered the “nos.” The “maybe” and “yes” piles need work.

The grant policy overview needs to be sent to Kendra as a new member of the Committee.

4. Interns

Yafreisy will start doing outreach for new interns for the fall.

If there are three interns, need another workstation. In general there was enough work for everyone and the energy was good.

The Wellesley form needs to be filled out for Tracy. Tracy was diligent, interested and involved. Could have used a higher level of supervision. Not a self-starter.

Alina had good attention to detail. Could take on whole projects. A star.

Amanda’s work seemed good. On task. Politics not a resist level- but a good challenge for her.

5. Finances

Budget sheets need to get put together so 04 budget can go out to Finance Committee for review.

Need to check insurance coverage if Jean was to be given a key- Workers Comp and Liability.
Grant Committee Minutes
September 10, 2003

Present: Robin Carton, Leila Farsakh, Yafreisy Mejia

1. Weeding
Thirty-five grants were reviewed and one was put back into the cycle.

2. Future Discussions
The Committee discussed a number of issues brought up by the Board and prioritized discussions for the coming year. The discussion was as follows:

A. **Concern:** Red flags come up in applications  
   **Priority:** Already addressed  
   **Strategy:** Discuss with Board the ways in which concerns are followed up with both grant applicants and references

B. **Concern:** What criteria is emphasized in awarding grants  
   **Priority:** Already addressed  
   **Strategy:** Refer people to new criteria/decision-making sheets created by Grant Committee in June 2003

C. **Concern:** Goals and vision statements are often vague. Don’t include information to support statements or address underlying assumptions.  
   **Priority:** Low given the recent effort to re-craft the application.  
   **Strategy:** Look to see if there are ways to clarify this

D. **Concern:** Are there new ways of determining the amount of money available per cycle.  
   **Priority:** Low  
   **Strategy:** Analyze success/failure of current funding allocations. Look at percentage of grants received each cycle and analyze spending levels.

E. **Concern:** How to increase Resist’s visibility  
   **Priority:** Medium  
   **Strategy:** Look at outreach/funding statistics and tactics to determine other methods as necessary. Do in coordination with “F.”

F. **Concern:** Is there an imbalance between local funding versus national focus?  
   **Priority:** Medium  
   **Strategy:** Look at actual geographic funding figures and tactics to determine other methods as necessary. Do in coordination with “E.”

G. **Concern:** Applicants should provide a list of Board members and their organizational affiliations  
   **Priority:** Low  
   **Strategy:** Discuss further if necessary and for what purpose. Add to checklist request in application if appropriate.
H. **Concern: Networking**

To examine new ways to enable grantees to access organizational skill building and networking opportunities by providing support to attend regional conferences (i.e. Western States Center, Highlander, Midwest Academy). This money would be for general support rather than specifically for travel, accommodation, or registration costs.

**Priority: High**

**Strategy:**

The next steps include:

1. Research into the following questions about existing networking opportunities:
   - What good progressive conferences currently happen on a regular basis?
   - How much money do they cost to attend?
   - What would the total cost to the grantee be?

   This information has been collected by interns and will be discussed at the next Grant Committee meeting.

2. Deciding organizationally how to allocate available funds between grantees.

3. Developing a short application form for existing grantees to use to apply for these funds.

4. Developing a system of informing grantees of these opportunities
   - e.g. include a regionally specific flier in the grant packet and mass e-mails

5. Targeted fund raising for this specific use
   - i.e. a scholarship fund drive
October 2003
Grant Committee
Screening List

1. Ann Arbor Bill of Rights Defense Committee
402 Kellogg Street, #15, Ann Arbor, MI 48105    Michelle Kinnucan  734/913-4691
Funding for general support for group that seeks to pass a civil liberties ordinance in Ann Arbor in order to fight PATRIOT ACT II and serve as a national model for such ordinances.

Decision: Leave In  No  x  Undecided  
Comments: Very new group. Only 6 people. No clear links to others doing this work already. Problematic answer to #10.

2. Beehive Design Collective
3 Elm Street, Machias, ME 04654    Kehben Grier  207/255-6737
Funding to make the Collective's building wheelchair-accessible.

Decision: Leave In  No  x  Undecided  
Comments: Accessibility grants must support underlying organizing work. Group has been rejected for funding for projects several times.

3. Boston Social Forum Planning Committee
c/o Initiative for Change, 33 Harrison Ave, 4th Floor, Boston, MA 02111    Jason Pramas  617/338-9966
Funding for a regional Social Forum where progressive groups can network, to coincide with the Democratic National Convention.

Decision: Leave In  No  x  Undecided  
Comments: Budget is over cap. Just one event- no ongoing plans. Plans for Forum not developed.

4. Carolina Interfaith Task Force on Central America (CITCA)
P.O. Box 1947, Asheville, NC 28802    Melissa Fridlin  828/777-3968
Funding for a Southeast speakers' tour that will send two Mexican speakers to 40 cities in 8 states to raise awareness of NAFTA and the FTAA.

Decision: Leave In  No  x  Undecided  
Comments: Most of budget is for travel. Problems with organizing and tour: no clear follow-up, no on-going campaign. Information based, not organizing. Come back for follow up organizing after tour.
5. **Catamount Tavern News**
c/o Green Mountain Anarchist Collective, P.O. Box 76, Montpelier, VT 05601 Natasha 802/272-8113
Funding for the printing and distribution costs of the Catamount Tavern newspaper, which seeks to provide information on workers and minority groups from a left perspective for the common Vermonter.

Decision: Leave In No Undecided

Comments:
No clear need for this paper. No information on how supports organizing. No clear collaboration w/ others.

6. **Center for Artistic Revolution**
26 Coolwood Drive, Little Rock, AR 72202 Sabrina Zarco 501/603-2138
Funding for general support that seeks to use art for empowerment, especially in disenfranchised communities and for at-risk youth, through weekly visits to rural and urban locations.

Decision: Leave In No Undecided

Comments:
Not clear what work actually entails. No information on why mobile model would be unique or have impact. Seems service oriented- so unclear why other organizations are not taking the lead. Come back in December with more clarity.

7. **Central Pennsylvanians to Abolish the Death Penalty**
P.O. Box 4415, Harrisburg, PA 17111 Andy Hoover 717/232-1943
Funding for the salary of a staff member and the opening of an office for group which opposes the death penalty.

Decision: Leave In No Undecided

Comments:
Single issue group with no broad political vision. Majority white with no clear links to more diverse criminal justice groups in Pennsylvania. No stance on reproductive rights because seeking CCHD funding

8. **Community FreeSkool**
3405 Moore Street SE, Olympia, WA 98501 Beth Heard 360/280-1708
Funding for the development of a "community skill share directory" of free educational opportunities to be published online in 2004.

Decision: Leave In No Undecided

Comments:
Directory is not an organizing tool. White organization. No position on reproductive rights

9. **Cry Justice**
c/o Alliance for Democracy-MN, Box 15172, Minneapolis, MN 55415 Sue Ann Martinson 612/221-1082
Funding for the conference, Cry Justice: Activism, Organizing, and Civil Liberties After 9-11, which will be held at the same time as a National Lawyers' Guild conference and a conference on Civil Liberties After 911 at the University of Minnesota.

Decision: Leave In No Undecided

Comments:
Traditional peace/anti-war groups only involved. No broader links. Unclear why there should be a counter conference. No future plans
10. Detroit Summer
4605 Cass Avenue, Detroit, MI 48201 Jenny Lee 734/353-9929
Funding for a youth leadership development project that will take place during the school year in preparation for next summer's program, which the youth will coordinate.

Decision: Leave In ______ No __x____ Undecided ______
Comments: Budget is over cap. No stance on reproductive rights.

11. Dr. Betty Shabazz Family Resource Center
City College of San Francisco, 50 Phelan Avenue, Student Union, San Francisco, CA 94112
Shante Saulsberry 415/239-3109
Funding for general support for a student-run group organized in response to welfare reform and the needs of working poor students.

Decision: Leave In ______ No __x____ Undecided ______
Comments: Mostly social service/education (e.g. "client" speak). Isolated collaborations on campus only. Diversity issues

12. Eugene PeaceWorks
454 Willamette St., Suite #205, Eugene, OR 97401 Phil Weaver 541/343-8548
Requesting funding to reach six schools in the Lane County area to do anti-military/recruiting education and organizing.

Decision: Leave In ______ No __x____ Undecided ______
Comments: No clear connection inside the school districts they're planning to work with. Board is very white. No connection to No End Run Committee or War Resister’s League who are doing similar work in Oregon.

13. Helluva Organized United Reciprocal System (H)OURS
823 Alter Street, Philadelphia, PA 19147 Fred Kittelmann 215/551-1490
Funding for the production of alternative currency, which has up to this point existed only electronically.

Decision: Leave In ______ No __x____ Undecided ______
Comments: Seems like a one-person show. No wider connections or analysis. Rejected by Bread & Roses. Don't collaborate with other alternative currency effort in Philadelphia

14. Justice Not War Coalition
454 Willamette Street, Eugene, OR 97405 Jen Knowlton 541/484-6671
Funding for the Peace, Justice and Media Conference, which will organize alternative media activists and others against mainstream media propaganda in preparation for the 2004 election.

Decision: Leave In ______ No __x____ Undecided ______
Comments: Group is unsophisticated. Seems to lack a broad understanding. Not actively working to build coalitions or work across issues (see question 10).
15. Lake Worth Global Justice Group
111 South "K" Street, Lake Worth, FL 33460  Melodie Malfa  561/547-6686
Requesting funding to open a "puppet-building" art space in Lake Worth to use in protest/marches against the FTAA

Decision: Leave In No x Undecided
Comments:
Young group, mostly white. Collaborative work is mainly groups coming to them.

16. May I Speak Freely
300 Broadway, Suite 25, San Francisco, CA 94133  Roz Dzelzitis  415/778-1117
Funding for a series of public education events featuring screenings of "Lost Decade," a documentary on the legacy of U.S. involvement in Honduras.

Decision: Leave In No X Undecided
Comments:
No organizing efforts. Merely film screening

17. NARAL Wisconsin
611 North Broadway, Suite 410, Milwaukee, WI 53202  Deborah Lukovich  414/271-4811
Funding for campus organizers in Milwaukee and Madison, who will work as part of the group's Reproductive Access Project to educate about and promote access for emergency contraception.

Decision: Leave In No x Undecided
Comments:
Proposal very service oriented. Come back for an organizing project. Problematic answers to #10.

18. New Economy, Working Solutions (NEWS)
c/o SEIU, P.O. Box 6298, Santa Rosa, CA 95406-0298  Martin Bennett  707/939-8933
Funding for salary of a staff coordinator for the Living Wage Coalition of Sonoma County, who will work on an outreach and training program.

Decision: Leave In No x Undecided
Comments:
Rejected 6/03. 6/03 issues: diversity consists of labor activists on Board, but not clear they are part of progressive labor movement. Almost all white group. Unclear connections to local communities. High expectations for budget increase. No changes to proposal.

19. New York City AIDS Housing Network
80A Fourth Avenue, Brooklyn, NY 11217  Jennifer Flynn  718/802-9540
Requesting funding to mobilize membership to speak out at the Republican National Convention about the needs of low-income people living with HIV/AIDS

Decision: Leave In No x Undecided
Comments:
Budget is $201,000. Vague responses to question #10. Work is mainly service oriented.
20. Next Generation
1741 Lincoln Avenue, #6, San Rafael, CA 94901 Roni Krouzman 415/455-9498
Funding for general support for new organization that seeks to empower young people through education, training, and direct action.

Decision: Leave In No Undecided
Comments:
Group is co-run by ex-Boston Mobilization director who moved to California with idea of starting a new youth organizing group. Already significant number of strong youth groups working on direct action and organizing. No connections with these groups. Not clear why another group is needed and why this organization. Not clear why need this money if expect that most of budget for the rest of the year will be covered by a major fund raiser. White leaders; no position on reproductive rights.

21. Pan Left Productions
631 South 6th Avenue, Tucson, AZ 85701 Elizabeth Burden 520/792-9171
Funding for "Taking a Stand in the Borderlands" campaign, which seeks to challenge current US Southwest border policy through community organizing and media activism.

Decision: Leave In No Undecided
Comments:
Grant is to duplicate and distribute video and pamphlets that have not been created. No clear organizing component.

22. Peace Action New York State
475 Riverside Drive, #549, New York, NY 10115 Ken Estey 212/870-2304
Requesting funding for general operating for an organization doing work around educating electoral candidates to take up progressive issues.

Decision: Leave In No Undecided
Comments:
Focusing most of work on specific congressional campaigns. No mobilization of constituencies or organizing. One of two groups that are applying for this project, neither mentioning the other. No position on reproductive rights. 501(c)3 electoral issues.

23. Peace and Justice Alliance of Central Washington
211 East 8th Street, Ellensburg, WA 98926 Andrew Cottonwood 509/962-9599
Funding for the purchase of a computer and of software, which will be used to produce a newsletter.

Decision: Leave In No Undecided
Comments:
More education than direct action. Not clear how newsletter going to help with organizing.
24. People for Accountable and Successful Schools (P.A.S.S.)
105 William Street, 3rd Floor, New Bedford, MA 02740 Drae Perkins 508/801-5295

Funding for an emergency grant to conduct a signature drive to put a binding question on the ballot which would replace the current at-large system for electing the New Bedford School Committee with a district-based plan.

**Decision:** Leave In No _x_ Undecided 

**Comments:**
Not an emergency. Group formed in June 2002 and have been organizing around this issue since then. In June 2003, the New Bedford City Council refused to put the question on ballot. Group did not apply for funds until late-August. Electoral politics raises 501(c)3 issues. No information on collaborating organizations.

25. Santa Barbara People's Coalition
876 Embarcadero Del Mar, Apartment C, Golem, CA 93117 Jennifer Rogers 805/252-7383

Funding for the Fourth Annual People's March for Social and Economic Justice, which seeks to address issues locally and globally.

**Decision:** Leave In No _x_ Undecided 

**Comments:**
No follow-up organizing plan (same issue as when rejected 12/02)

26. Solidarity! Revolutionary Center and Radical Library
13 West 14th Street, Downstairs, Lawrence, KS 66044 Ailecia Ruscin 785/865-1374

Funding for general support for group that seeks to be a space for organizing and networking for progressive groups working across issues in Kansas.

**Decision:** Leave In No _x_ Undecided 

**Comments:**
Appears to be a sectarian group. Very white. No clear organizing work or strategy

27. Stop Abuse For Everyone (SAFE)
P.O. Box 951, Tualatin, OR 97062 Philip Cook 503/407-4674

Funding for general support for a group that is dedicated to addressing family abuse and violence.

**Decision:** Leave In No _x_ Undecided 

**Comments:**
Social services

28. Support Coalition International
454 Willamette, #216, P.O. Box 11284, Eugene, OR 97440-3484 David Oaks 541-345-9106

Funding for general support for group that fights for empowerment in the mental health system through action campaigns, including currently fighting the Bush Administration.

**Decision:** Leave In No _x_ Undecided 

**Comments:**
Past problems remain; no position on reproductive rights. From 6/01 meeting: Many people on Board still not convinced. Are concerned their literature skirts important issues like violence and doesn't propose any solid alternatives. Mostly rhetoric.
29. Support, Training, Education, Partnership Services
98 Suffolk Street, Holyoke, MA 01040  Tyrone Wallace 413/536-7320
Funding for a project which seeks to organize the formerly incarcerated to help those reentering society after incarceration.

Decision: Leave In  No  Undecided
Comments: Social services

30. Teton Sioux Nation Treaty Council
c/o American Indian Law Alliance, 4448 Jupiter Street NW, Albuquerque, NM 87107 Kent Lebsock 505/341-4230
Funding for general support for an organization that uses international human rights laws to advocate for cultural and territorial rights for all Indigenous peoples.

Decision: Leave In  No  Undecided
Comments: Application is not specific about exact work that is done. Mostly legal/lawsuit work. Come back for organizing project.

31. Tinkers Workshop
1336 Channing Way, Berkeley, CA 94702  Nick Bertoni 510/644-2577
Funding for Hear Here, which provides quality audio services at local progressive demonstrations to peer groups.

Decision: Leave In  No  Undecided
Comments: Not organizing. Groups that they service can apply for accessibility grants. No position on reproductive rights.

32. Vermont Harm Reduction Coalition
167 Main Street, Suite 302, Brattleboro, VT 05301  Alice Diorio 802/251-0066
Funding for general support for group that advocates for more humane drug policies, including increasing access to needle exchange and implementing treatment in prisons.

Decision: Leave In  No  Undecided
Comments: Service-focused. No clear broad vision. No information on collaborations.

33. Vermonters for a Just Peace in Palestine/Israel
$1,780
1233 Shelburne Road, Suite D4, South Burlington, VT 05403  William Coil 802/658-2390
Funding for a weekly cable television broadcast of various documentaries and panel discussions on the Israeli-Palestinian conflict, which is expected to reach 50,000 Vermonters.

Decision: Leave In  No  Undecided
Comments: Project most likely will not reach as many Vermonters as expected. No plans for follow-up organizing, besides access to group's website. Unclear ability to work across issues. Talk to them about shifting application to general support.
34. Water Stewards Network
176 Battery Street, Suite 1, Burlington, VT 05401 Ryan Case 802/860-0011
Funding for salary for staff member who will work on the group's national campaign, the Water March.

Decision: Leave In ______ No X Undecided ______
Comments:
Project of Ocean Arks International, a $1.5 million organization. Not clear how they are separate. No detailed analysis of water rights. No information on collaborations

35. Western New York Peace Center
2123 Bailey Avenue, Buffalo, NY 14211 Charles Cobb 716/894-2013
Funding for the "Campaign for a New Foreign Policy," which seeks to change the Bush Administration's approach to foreign policy through strategic lobbying of legislators.

Decision: Leave In ______ No X Undecided ______
Comments:
Focusing most of work on specific congressional campaigns. No mobilization of constituencies or organizing. One of two groups that are applying for this project, neither mentioning the other. No position on reproductive rights. 501(c)3 electoral issues.
Fund Raising Committee Meeting
August 14, 2003

Present: Kay Mathew, Carol Schachet

1. Review of previous funding appeal returns (see attached reports)

* overall information: the number of contributors has risen steadily over the last four years, climbing from just over 3,000 individuals to just under 6,000.
* ABC/House Appeal returns have been somewhat lower this year as compared to previous years. Not sure why, but speculate that it could be a tighter economy, higher income in the Newsletter category or perhaps the lack of a “deadbeat” mailing for the last two years resulting in more inactive donors on the list.
* Acquisition/Prospect returns remain about the same, hovering just over or under 1%-which is the industry standard. RESIST’s average gift on acquisitions remains high.

2. Upcoming (September) Pledge Drive letter

* Carol drafted a letter that Cynthia Bargar has agreed to adapt and sign.
* Carol will send a copy to Kay for review as soon as Cynthia’s version is available.
* Will push the credit card pledge option, but give other giving choices as well.
* Anticipate dropping the mailing the first week in September.

3. Upcoming Prospect Mailing

Carol is working with Carolyn Copp, who was recommended by Nancy Greenhouse (RESIST’s former consultant). The mailing will use the same package as the March 2003 mailing, with only minor revisions in the letter concerning the war in Iraq. Anticipate dropping the mailing the first week in October.

So far, working with Carolyn is going well, but Carol has some reservations about asking her to develop new materials/copy because her politics seem more liberal. Nancy Greenhouse might be available in the spring to do that.

4. Other fund raising ideas

Carol has collected information about planned giving, mostly from universities but also a few progressive groups. Hasn’t had time to develop a brochure. Would also like to submit a grant application to ChangeMakers this winter. Many Board members have sent outreach packets to their friends and colleagues, resulting in a few more gifts.

Need to get more members on this committee. See if anyone from the Finance Committee wants to switch over. Also as a non-Board member.

5. Next Meeting: Sept. 15 at noon via phone.
## RESIST House Appeal
### 2000-2003 Analysis

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<th># Returned</th>
<th>% Returned</th>
<th>$ Returned</th>
<th>Average Gift</th>
<th>$ Spent</th>
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### Running List of Prospect Returns p. 3

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Executive/LRPC Agenda, September 9, 2003, 8:30 a.m. at Resist

1. Program/Political Discussion/Retreat Committee Report
Retreat Planning: Check in with committee

Prepare for October board meeting discussion continuing from August.

Notes from Board Meeting on Commonalties and Possible Themes for a Retreat:
• Talk about political moment and Resist
• Vision for Resist in five years
• Exploring other ideas, new initiatives
• Community building
• Resource mapping (whether at retreat or in preparation). Abby and Pam volunteered to help Carol do this.
• Hear from each other on this political moment. Learning from each other.
• Opening up what we should be funding (might be a goal)
• How the movement looks at us (see recent survey)

Consensus was for a one-day-plus-prior-evening retreat, with dinner and substantive something on the prior evening. In February. Might have readings. Retreat Committee to bring a draft plan to the board for discussion in October.

Committee: Kay (chair), Yafreisy, and Hank volunteered. Will ask Leila when she returns.

2. Long Range Planning
How will we do our task assigned at board meeting? Prepare report summing up what we've done, decided, have left, etc. Due for October meeting if possible.

3. Schedule next EC/LRPC meeting

4. Board Development (Carol, Becca, Marc, Cynthia)
Check in: board recruitment, advisory board discussion, mentoring for new members
Officer elections

5. Personnel (Hank, Marc, Leila; Regina if she accepts)
Check in on exit interview with Becca
Check in on Yafreisy's evaluation
Status of matters arising from this year's annual staff evaluations (see below)

6. Fundraising (Kay, Carol, Wec, Fran White)
Check in

7. Finance (Pam, Robin, Abby, Nikhil, Wenda Tai)
Check in: board training, investment policy

8. Grants (Robin, Yafreisy, Kay, Kendra)
Check in

9. Communications (Ty, Hank, Carol, Nikhil if he accepts, Jean Smith if she accepts)
Check in
10. Staff
Check in
Becca's request for comp time (may be settled)

11. Indemnification insurance
Check in

12. October board meeting
Who will chair? Who will take minutes. (Robin taking minutes on grants.)
Who will prepare lunch?
What do we do for "team-building"? (Boy, do I hate that phrase, but you know what I mean.)

Note: Meeting to end early due to Yom Kippur.

Draft Agenda:
• Meet, eat, greet (10:30-10:40)
• Agenda review (10:40-10:45)
• Team-Building Fun (10:45-11:00)
• Approve (or not) minutes of June 2003 board meeting (11:00-11:05)
• Grant allocations (11:05-1:00)
• Review/Reflection on grant allocations (1:00-1:05)
• Lunch (1:05-1:40)
• Committee Reports (max. 5 minutes each on materials not in committee minutes): staff, hiring, board development, personnel, fundraising, finance, communications, grants, LRPC, Executive Committee (1:40-2:30)
• Officer elections (2:30-2:45)
• Program/Political Discussion (2:45-4:00)
• Meeting review/Reflection/evaluation. Set date for next meeting.
• ADJOURN BOARD MEETING

******

13. Adjourn Executive Committee Meeting

PARKING LOT
Items not on current agenda that we want to keep track of, especially with retreat coming

1. Status of Other "Next Steps" emerging from Program/Political Discussions:
• Networking
  Had been part of conference discussion. Finance to look at prioritizing Staff Travel in Budget process to facilitate and systematize networking beyond local funding community. Board Development to consider strategic outreach to potential new Board members based on their connections to specific networks. Board Development to consider sending Board members to specific events to increase Board networking. Executive Committee to consider ways in which Resist might network outside funding community, balancing the time and money required.
• Review Web/newsletter content and function. Consider ways to use the Web site as an organizing center. Communication Committee to discuss
• Consider reactivating Resist Speakers Bureau. Board Development decided not a priority for now, but all board members encouraged to represent and speak about Resist. Encourage Resist board members to participate in more meetings to network.
• Consider an e-newsletter. Communications to discuss
• Consider placing a priority on outreach to potential grantees on particular topics or in particular places. Grants to discuss.
• Think about which funder collaboratives Resist should participate in. Grants to discuss.
• Consider offering unsolicited grants to established groups to carry out crucial organizing. On hold.
• Buy a building and create a physical community center to enable community organizing. (Consider a Planned Giving program where a rich donor leaves Resist a building.) Fundraising to discuss.
• Fund people to do specific projects. On hold.
• Consider different forms of technical assistance, individualized trainings, or consultations. Connects to Personnel evaluation?
• Use Resist's network of experienced activists to do intensive organizing trainings with grantees. This may also be done in conjunction with existing training programs. ??

2. Follow-up from staff evaluations

Need to figure out which committees or other venues will consider these items:

• Increase sensitivity by non-staff board members about what it entails when they make requests of staff. Support staff in "pushing back" when information is requested, to ensure that all understand and agree with priorities, need, timing, impact on other work, etc. When needed, Executive Committee can be called upon to help balance conflicting needs.
• Reaffirm the "job description" of committee chairs and do better at following up on that commitment OR revise the job description.
• Review the number of committees on which each staff member serves. Review role of staff members on those committees.
• Remain aware of potential for miscommunication and mistrust and continue taking steps to prevent its becoming high again.
• All board members need to be cognizant of staff's busiest times, and the board as a whole should consider ways to help prepare for busy times, prevent too many deadlines arriving at the same time, and show patience in what we expect of our staff. Staff should make other board members aware of especially busy in the annual schedule.
• Consider schedule of annual raises based on seniority as well as cost of living.
• Consider more formal policy for bonuses.
• Be aware of the T.A. Robin gives to applicants, affirm value of it, and consider including this in her job description and addressing its impact on staff tasks.

3. Spanish translation of grant application and associated needs.
• Raised questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site).
• Communication, Grants, and Retreat Committees will look at how to approach the issues.
Below are listed a number of issues the Board has raised recently and a few strategies for responding. The Committee will prioritize and structure discussions for the coming year from this list.

A. **Concern:** Goals and vision statements are often vague. Don’t include information to support statements or address underlying assumptions.
   **Strategy:** Look to see if there are ways to clarify this

B. **Concern:** Red flags come up in applications
   **Strategy:** Discuss ways in which they are followed up with both grant applicants and references

C. **Concern:** How to increase Resist’s visibility
   **Strategy:** Low outreach tactics to determine other methods as necessary

D. **Concern:** Are there new ways of determining the amount of money available per cycle.
   **Strategy:** Analyze success/failure of current funding allocations. Look at percentage of grants received each cycle and analyze spending levels.

E. **Concern:** Is there an imbalance between local funding versus national focus?
   **Strategy:** Look at actual geographic funding figures. Create proposals for geographic priorities (if appropriate) for outreach

F. **Concern:** What criteria is emphasized in awarding grants
   **Strategy:** Refer people to new decision sheets created by Grant Committee in June 2003

G. **Concern:** Applicants should provide a list of Board members and their organizational affiliations
   **Strategy:** Discuss if necessary. Add to checklist request in application if appropriate.

H. **Concern:** Networking
   To examine new ways to enable grantees to access organizational skill building and networking opportunities by providing support to attend regional conferences (i.e. Western States Center, Highlander, Midwest Academy). This money would be for general support rather than specifically for travel, accommodation, or registration costs.
   **Strategy:**
   The next steps include:
   1. Research into the following questions about existing networking opportunities:
      - What good progressive conferences currently happen on a regular basis?
      - How much money do they cost to attend?
      - What would the total cost to the grantee be?
   2. Deciding organizationally how to allocate available funds between grantees.
   3. Developing a short application form for existing grantees to use to apply for these funds.
   4. Developing a system of informing grantees of these opportunities
      - e.g. include a regionally specific flier in the grant packet and mass e-mails
   5. Targeted fund raising for this specific use
      - i.e. a scholarship fund drive
EXECUTIVE COMMITTEE/LONG TERM PLANNING COMMITTEE MEETING
Minutes, September 9, 2003

Present: Marc, Robin, Pam, Hank (by phone)

NEXT MEETING: September 30, 8:30 a.m. at the office

1. PROGRAM/POLITICAL DISCUSSION
   * Retreat Committee needs to meet.
   * Robin will check with Leila on whether she will join this committee.
   * Yafreisy will be asked to coordinate the calling of a meeting.
   * EC suggests all board members be asked to submit things for board members to read before the retreat.
   * Information from surveys could be material for the Retreat
   * EC will meet again before the next board meeting. Retreat Committee should meet before EC meeting

2. LONG RANGE PLANNING REPORT
   * Marc will do first draft of "report back" in time for next EC meeting.

3. BOARD DEVELOPMENT COMMITTEE
   * Hasn't met since last board meeting. Becca will call a meeting.
   * Pam will check with Regina on whether she will join this committee.
   * Carol did Ty's exit interview. Need to review re: items for board to address.

4. PERSONNEL COMMITTEE
   * Kay did exit interview with Becca.
   * Marc did Yafreisy's one-month evaluation and will do the three-month. PC needs to touch base on Yafreisy's six-month evaluation and its process.
   * PC needs to address list of items arising from last staff evaluation, Becca's exit interview
   * When Hank is back in town, he will call a meeting

5. FUNDRAISING COMMITTEE
   * Met. Will meet again. Need more members
   * Cynthia signed house appeal/pledge drive letter. Going out this week. Prospect mailing will go out in October. Working on planned giving issues.

6. COMMUNICATIONS COMMITTEE
   * Hasn't met since last board meeting.
   * Will check with Nikhil and Jean whether they will join this committee.
   * Will check with Barbara Goldoftas about joining committee.
7. FINANCE COMMITTEE
* Will meet September 18.
* Will talk with Wenda Tai about joining committee
* Budget to be presented in October & voted on in December.
* Board training in finance/budgets: still to be arranged. May look at doing in collaboration with Boston Women's Fund and Haymarket.
* Investment Policy: May bring to board in October
* Cost of indemnity insurance needs to be added to budget

8. GRANTS COMMITTEE
* Will meet September 10
* Compiled list of "parking lot" items for the committee to consider based on recent board meetings, long-range planning process, etc.
* Marc will send note to all committee chairs asking them to do the same.

9. STAFF
* Becca's request for comp time settled.
* No other new issues

10. OCTOBER BOARD MEETING
* Chairs: Marc for business, Hank for grants
* Minutes: Pam for business, Robin for grants
* Lunch: Yafreisy and another person. Marc will ask Cynthia.
* "Team building" ideas: (1) handout quotes and ask people to choose one and say why it resonates. (2) Each person says one thing about them that no one knows.
* Committee Reports: Pam will lead a very short discussion before the reports and what we want these reports to be (i.e., things needing discussion/attention or what the committee has done since the last board meeting)
* Comments on draft agenda: Add time to present budget.

DRAFT AGENDA
A. Meet, eat, greet (10:30-10:40)
B. Agenda review (10:40-10:45)
C. Team-Building Fun (10:45-11:00)
D. Approve (or not) minutes of June 2003 board meeting (11:00-11:05)
E. Grant allocations (11:05-1:00)
F. Review/reflection on grant allocations (1:00-1:05)
G. Lunch (1:05-1:40)
H. Budget (1:40-1:55)
I. Committee Reports: (1:55-2:45)
   Discuss what reports should be
   Staff, Hiring, Board Development, Personnel,
   Fundraising, Finance (including investment policy),
   Communications, Grants, LRPC, Executive
J. Officer elections (2:45-2:50)
K. Program/Political Discussion (2:50-4:00)
L. Meeting review/reflection/evaluation. Set date for next meeting.
M. Adjourn

11. ADJOURN
Board Development Committee Meeting
September 19, 2003

Present: Becca Howes-Mischel (minutes), Marc Miller, Carol Schachet

1. Check-in: Mentors, Board Health

Mentorship of new Board members seem to be going pretty well- Robin has been meeting with Kendra, Marc has been corresponding with Cynthia, and Pam is in touch with Regina.

Attendance: Check-in with members about their attendance at Board and Committee meetings just to see how things are going. Becca will call Kay to check-in with her about how things are going. BDC will track attendance levels more closely and call Board members to check-in with them about things are going.

2. Recruitment:

Two resumes sent in: John Anderson (e-mailed to BDC), Payal Parekh (letter in office)- Carol will set up interviews. Becca can be present the Friday before the Board Meeting, otherwise Carol and Marc will set up interviews with another Board Member.

Ann Lipsett and Will Miller supposed to send resumes in.

Folks from Ty's exit interview- no contact information given. Marc will track down contact information for Steve Meacham, Chinese Progressive Association, Jason Paramus (Boston Social Forum), Trotter Institute.

Marc has suggested another Board candidate Clara Garcia at the Women's Educational and Industrial Union. Carol will send her a packet. Carol will also follow-up with Gabriel Camacho at AFSC, who was recommended by Leila.

Carol has sent packets or contacted all other Board candidates.

3. Board workload-- proposals for divvying up the reading assignments

Ways to think about reading packets to lessen the workload during busy cycles.

1) Divide up topically based on individual organizing emphases or areas of expertise
2) Divide up numerically into teams so 3-5 people would be focusing on a smaller amount of grants

Send current idea piece to Board for comment via email and added feedback for Committee.
4. Stuff from the last Board meeting

Create parking lot list of things on the Committee docket for next EC meeting:

1) Recruitment- Strategic Outreach
   a. Interviews
   b. Networking Opportunities (remind EC that to allot time at Board meetings for announcements about upcoming conferences, demonstrations etc.)

2) Grant packet reading distributions

3) Board of Advisors

4) General Board support and training

5) Increased informal social opportunities for Board members
Executive/LRPC Minutes, September 30, 2003, 8:30 a.m. at Resist

1. **Next EC/LRPC meeting will be Nov. 11, 8:30 a.m. at the office. All are welcome.**

2. **Long Range Planning**
   Marc prepared a draft report on long-range planning. Comments due by Oct. 1, then Marc will revise for handing out at the board meeting as background on the process to now and for thinking about the future. Will include report on external survey and narrative of comments submitted with that survey.

3. **Board Development (Carol, Becca, Marc, Cynthia)**
   Committee forgot Cynthia joined, so she didn't get to the last meeting. Ooops.
   Will take on advisory board planning soon.
   Mentoring: Pam will check in with Regina. Cynthia and Kendra are on top of things. Ty's exit interview has been distributed.

4. **Personnel (Hank, Marc, Regina if she accepts)**
   Need to check with Leila on whether she will join
   Hasn't met lately. Time for Yafreisy's three-month evaluation. She would like feedback on how board sees her doing her job.
   With Hank still in Maryland, Marc will call a meeting to follow up exit interview with Becca, Yafreisy's 6-month evaluation, and status of matters arising from this year's annual staff evaluations.
   Committee will review Personnel Policies to determined how evaluations will be conducted.

5. **Fundraising (Kay, Carol, Wec)**
   Kay and Carol met. Fran White will probably not be an active member. Need another member.
   Carol will check with Clara Garcia at The Women's Union as a possible outside or inside member.
   Did evaluation of returns. Looked ahead at next few appeals.
   Will create a "Parking Lot"

6. **Finance (Pam, Robin, Abby, Nikhil, Wenda Tai)**
   Changed bookkeepers.
   Proposed 2004 budget to be distributed at board meeting in Oct. and voted on in Dec.
   "Parking Lot": board training, consider how budget narrative might be revised (shorter? more specific bullets id'ing major financial issues
   Investment policy ready for vote
   Is Wenda joining committee?

7. **Grants (Robin, Yafreisy, Kay, Kendra, Leila)**
   See committee minutes

8. **Staff**
   Board/staff lunch scheduled for Nov. 6, noon. All are welcome.

9. **Indemnification insurance**
   In place. Included in new budget.
10. **EC and other Parking Lot review**
Marc will reorganize it by committees. See below

Staff evaluations parking lot: items re-distributed by committee and to long-range planning report. See below.

11. **Communications (Ty, Hank, Carol,)**
Hasn't met since last EC.

Nikhil chose not to join this committee.

Will check with Barbara Goldoftas about joining committee.

12. **October board meeting**
* Chairs: Marc for business, Yafreisy for grants
* Minutes: Pam for business, Robin for grants
* Lunch: Yafreisy and Cynthia.

* "Team building" activity: respond to quotes

* Committee Reports: Pam will lead a very short discussion before the reports about what we want these reports to be (i.e., do we want to reaffirm that it is only about things needing discussion/attention by the full board?)

**DRAFT AGENDA**
A. Meet, eat, greet (10:30-10:40)
B. Agenda review (10:40-10:45)
C. Team-Building Fun (10:45-11:00)
D. Approve (or not) minutes of June 2003 board meeting (11:00-11:05)
E. Grant allocations (11:05-1:00)
F. Review/reflection on grant allocations (1:00-1:05)
G. Lunch (1:05-1:40): Announce meetings, etc. that are opportunities for networking
H. Budget (1:40-1:55)
I. Committee Reports: (1:55-2:45)
   Discuss what reports should be
   Staff, Hiring, Board Development, Personnel,
   Fundraising, Finance (including investment policy),
   Communications, Grants, LRPC, Executive
J. Officer elections (2:45-2:50)
K. Program/Political Discussion (2:50-4:00)
L. Meeting review/reflection/evaluation. Set date for next meeting.
M. Adjourn

13. **Program/Political Discussion/Retreat Committee (Kay-chair, Yafreisy, Hank)**
Tentative date: Feb. 6 (evening) and Feb. 7 (all day)

Marc will join committee and call next meeting.

Will check with Kendra about possible spaces for retreat.

Nikhil and Kendra will be asked to join the committee if they have time
Summary of long-range planning process may be used as a frame or as background for the retreat.

Possible structure of retreat:
* Friday night: vision and politics; wide-ranging discussion; continue Resist timeline from Connecticut retreat, with parallels to people's lives
* Saturday: goals and then programmatic elements that reach these goals (a.m.), and then now to put these elements into operation (p.m.).

For October board meeting, take possible themes list from last board meeting and prioritize them.

Focus on themes or outcomes?

We facilitate ourselves.

Notes from Board Meeting on Commonalities and Possible Themes for a Retreat:
- Talk about political moment and Resist
- Vision for Resist in five years
- Exploring other ideas, new initiatives
- Community building
- Resource mapping (whether at retreat or in preparation). Abby and Pam volunteered to help Carol do this.
- Hear from each other on this political moment. Learning from each other.
- Opening up what we should be funding (might be a goal)
- How the movement looks at us (see recent survey)

Consensus was for a one-day-plus-prior-evening retreat, with dinner and substantive something on the prior evening. In February. Might have readings. Retreat Committee to bring a draft plan to the board for discussion in October.

EC suggests all board members be asked to submit things for board members to read before the retreat.

******

14. Adjourned Executive Committee Meeting

******

Parking Lots by Committee
* Items not on current agenda that we want to keep track of, especially with retreat coming

Retreat
Spanish translation of grant application and associated needs. Raises questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site).

Grants
Concern: Goals and vision statements are often vague. Don't include information to support statements or address underlying assumptions. Strategy: Look to see if there are ways to clarify this

Concern: Red flags come up in applications. Strategy: Discuss ways in which they are followed up with both grant applicants and references

Concern: How to increase Resist's visibility. Strategy: Look at outreach tactics to determine other methods as necessary
Concern: Are there new ways of determining the amount of money available per cycle. Strategy: Analyze success/failure of current funding allocations. Look at percentage of grants received each cycle and analyze spending levels.

Concern: Is there an imbalance between local funding versus national focus? Strategy: Look at actual geographic funding figures. Create proposals for geographic priorities (if appropriate) for outreach.

Concern: What criteria is emphasized in awarding grants. Strategy: refer people to new decision sheets created by Grant Committee in June 2003.

Concern: Applicants should provide a list of Board members and their organizational affiliations. Strategy: Discuss if necessary. Add to checklist request in application if appropriate.

Concern: Networking. Strategy: To examine new ways to enable grantees to access organizational skill building and networking opportunities by providing support to attend regional conferences (i.e. Western States Center, Highlander, Midwest Academy). This money would be for general support rather than specifically for travel, accommodation, or registration costs. The next steps include:

- Research into the following questions about existing networking opportunities. What good progressive conferences currently happen on a regular basis? How much money do they cost to attend? What would the total cost to the grantee be?
- Deciding organizationally how to allocate available funds between grantees.
- Developing a short application form for existing grantees to use to apply for these funds.
- Developing a system of informing grantees of these opportunities (e.g. include a regionally specific flier in the grant packet and mass e-mails)
- Targeted fund raising for this specific use (i.e. a scholarship fund drive)

Consider placing a priority on outreach to potential grantees on particular topics or in particular places.

Consider offering unsolicited grants to established groups to carry out crucial organizing. On hold

Fund people to do specific projects. On hold

Spanish translation of grant application and associated needs. Raises questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site).

Communications

Networking: Review Web/newsletter content and function.

Networking: Consider ways to use the Web site as an organizing center.

Consider an e-newsletter.

Spanish translation of grant application and associated needs. Raises questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site).

Fundraising

Buy a building and create a physical community center to enable community organizing. (Consider a Planned Giving program where a rich donor leaves Resist a building.)

Finance

Networking: look at prioritizing Staff Travel in Budget process to facilitate and systematize networking beyond local funding community.

Personnel

Consider schedule of annual raises based on seniority as well as cost of living.
Consider more formal policy for bonuses.

Be aware of the T.A. Robin gives to applicants, affirm value of it, and consider including this in her job description and addressing its impact on staff tasks. Look at in context of next annual staff evaluations.

**Board Development**

Networking: consider strategic outreach to potential new Board members based on their connections to specific networks.

Networking: consider sending Board members to specific events to increase Board networking.

Consider reactivating Resist Speakers Bureau. **Board Development decided not a priority for now**, but all board members encouraged to represent and speak about Resist.

Encourage Resist board members to participate in more meetings to network.

**Recruitment: Strategic Outreach, Interviews**

**Board of Advisors**

**General Board support and training**

Increased informal social opportunities for Board members

**Executive/non-assigned**

Networking: consider ways in which Resist might network outside funding community, balancing the time and money required.

Consider different forms of technical assistance, individualized trainings, or consultations.

Use Resist's network of experienced activists to do intensive organizing trainings with grantees. This may also be done in conjunction with existing training programs.
Exit Interview with Ty dePass (by Carol Schachet)
August 18, 2003

1. What did you expect your role as a board member would be when you first joined Resist? Did those expectations change?

My joining the board was in response to Resist's outreach effort to recruit people of color. What attracted me was the board's conscious effort to physically transform itself to better reflect the diversity of the movement you were trying to build. For me, board membership carried an implicit (and personal) obligation to continue outreach to communities of color—so, joining the Board Development Committee made sense to me. In three years of dogged and persistent outreach we recruited four people of color to the board—and proudly endorsed two talented and energetic young *amigas* for staff positions.

Confronted by an unsettling series of resignations early in my tenure, the board also tackled the thorny question of how to weigh the trade-offs between an immediate gain for our tactical situation (filling a vacancy), against the long-term strategic implications abandoning its affirmative recruitment policy by inducting *any* willing board candidate—without regard for the message it might send about depth of commitment to our espoused values of inclusion and accountability. Revisiting—and what's more reaffirming—the formula at the heart of our affirmative recruitment policy was a most gratifying (particularly because of its rarity) experience.

On the other hand, I'm not as pleased that Board Development Committee didn't do more about nourishing and nurturing members—e.g. how to better divide responsibilities for reviewing individual applications to both lessen the workload and play to the strengths of already stretched activist members. Resist needs to adopt explicit procedures insuring that every application gets read, and that each board member has an opportunity to prepare their best contribution to the discussion of applications within their fields of interest or knowledge.

At times intra-board and board-staff relations were difficult. I frankly didn't understand why people were so bent out of shape about some things—issues of control and respect seemed to be at the heart of things. Fortunately, the last rash of resignations and the shift in our meeting format seemed to reduce a lot of these tensions. Still, Resist still needs a better way of surfacing and managing conflict in board meetings. In retrospect, Board Development could have played a much more aggressive role in the situations as they unfolded.

When building the agenda for grant meeting, the EC needs to be more on top of possible areas inviting misunderstanding or a flare-up; a more conscious level of thinking about agenda items, discussion outcomes, the roles played by individuals, etc. Everyone should feel responsible for building the agenda and moving the discussion; everyone contributing and evaluating ideas, opinions and experiences; everyone committed to making the outcome work.
2. What did you enjoy about being a board member?

I enjoyed most of the other board members—most of the time—and my interactions with staff were generally rewarding. I enjoyed working with the people I would do it again—if I had the time. There seems to be a growing consciousness and appreciation of the unique role of Resist in movement-building; in helping to create the infrastructure for social and economic justice in this country. For example, there were numerous instances when an applicant approached us with a project that didn’t really rock us, but rather than not fund the group at all, we might offer them a general support grant based on our belief in the organization, in its relevance and connection to the grassroots, and in its potential for sustaining and propagating the ideas of a cohesive social movement. That kind of support is rare and good that Resist recognizes its significance.

3. Why are you leaving the board?

My life is too complicated. I’m going back to school and have to do double-time to get into the program that I really want to get into. I’m cutting everything except my work with District-7 because it’s intimately tied into my dissertation—and my dream of a left-oriented people’s think-tank (another infrastructure project). Everything else is going.

4. Are there any ongoing issues in Resist that influenced your decision to resign?

No. And I felt that having four new people of color coming in made me feel more comfortable about leaving—that and hiring Yafreisy onto the staff. I feel I am leaving while the Board is in a good place.

5. What advice do you have for Resist's future?

Even though there has been a successful turning of the corner in terms of adding some people of color, we’ve still got a ways to go on meeting our strategic goal of movement representation. Specifically, we still need Latinos, possibly Cape Verdeans and Haitians on the Board—especially if we’re talking about producing bilingual materials.

With Regina joining the board, we might find some good Latino candidates in Hartford—I hear that they’re doing good organizing down there. And while they’re too big for our grant guideline, the Chinese Progressive Assoc. has a good activist base worth pursuing. Finally, I’d talk with Steve Meacham at City Life/Vida Urbana because they have a Latino organizing unit that generates new leadership. Resist is looking for activist/leaders, not just activists—folks who see themselves as taking broader responsibility.

Resist should also consider how to relate to a number of new progressive initiatives: the
Boston Social Forum (Jason Paramus), the Radical Organizer’s Conference (Steve Meacham) and the upcoming conference for “A New Boston Majority” (Trotter Inst., U.Mass-Boston). Hopefully, over the next year, these venues will be a place to be and be seen by activists of color and their allies. I’d be willing to discuss goals and approaches.

6. What role would you like to play with Resist in the future?

I’m staying on the Communication Committee. I’ll also serves as reference where I can.

7. Would you recommend people to join the board? (If no, what needs to change before you could do that?) If yes, can you think of anyone or any leads now?

Yes. (See above.)

8. How can RESIST better recruit and retain people of color and diverse members?

The main asset brought to an organization by a person of color is their reputation. When they become part of that organization, that act adds to or subtracts from their reputation. Resist has to stay strong and be true to its espoused anti-racist and egalitarian values. Resist needs to make sure that the people of color attracted to organization know that what they bring is valued, that they are being looked to as leaders and not as cosmetic additions to a brochure. Finally, Resist needs to appreciate that its own history is both an asset and a liability: there is no tabula rasa; transformation from an essentially white and middle class progressive initiative into a leading force in a much broader, multicultural peace and social justice movement will not happen by accident or on-the-cheap.

9. What would have made serving on the Board more rewarding?

Aside from meeting that didn’t start at 10 a.m. . . . (Not cut out for morning meetings.) Since we’ve gone back to having non-Boston folks on the board, maybe provide more opportunity to connect with folks at a social level: have informal dinners or ways to hook up for a bit the night before meetings, something to allow for more interaction and time to kick back and catch up. I don’t mean a big deal event kind of thing, just an ongoing opportunity for engagement that’s woven into the culture of the organization.

10. Would you come back to the Board later?

I’ll be in this program for the next five years. Talk to me then. If we stay in Boston, time and whether and the Orishas permitting, I’d certainly consider coming back.
Grant Preparation Alternatives

Several Board members have expressed frustration at the difficulty of reading the entire application packet with care, particularly in "big" cycles. To address this issue, the Board Development Committee has come up with a couple of alternative ways to approach reading the application packet.

Please note that with both alternatives, it is hoped that members will read the entire packet, but will give special thought to a subset of applications. "Assigned" readers would then be the first to offer their opinions on the application, raise concerns or summarize activities. Each member would still be able to vote on each application with no added weight given to the particular readers. Rather, the readers would be relied upon to frame the discussion and offer insight.

Alternative 1: Issue Area Concentration

In this model, each Board member would either volunteer or be assigned two or three "categories" to emphasize in preparation. For instance, a member might give particular attention to applications in the Labor, Economic Justice and Environment categories, while another member would concentrate on Youth, Women, and the Middle East. Ideally, the category would match the reader's knowledge and interest as much as possible.

Plus: Board members with the most knowledge of an area would be able to offer greater insight into the application and the group.

Minus: This could keep folks in a niche and become dull after a few meetings. Lacks the diversity of reading all the categories. Some categories habitually receive more proposals than others.

Alternative 2: Numerical Assignments

In this model, the total number of applications for any given cycle would be divided by the number of Board members, making sure that at least a quarter of the Board reads each application. Folks would thoroughly read their assigned applications and scan the rest. In essence, this makes "reader teams" at each meeting. Team A might read applications 1-10; Team B would read 11-20; team C would read 21-30; and Team D would read the rest. The next meeting, everyone would shift a level, so Team B read 1-10; Team C read 11-20; Team D read 21-30; and Team A read the rest.

Plus: This distributes the work evenly and lets everyone stay informed about a range of organizing campaigns across categories.

Minus: The number system could be confusing, and it doesn't maximize each Board members areas of expertise.
Summary of RESIST's Long-Range Planning Process

October 14, 2001-September 30, 2003
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   APPENDIX 2: October 14, 2001, Retreat Minutes, Blairhaven Retreat Center
   APPENDIX 3: External Survey Report and Summary of Written Comments
   APPENDIX 4: Board Survey
Summary of Major Decisions and Changes Instituted

See also Appendix 1 for a list of all board decisions, December 2000-April 2003

In brief: a great deal of discussion of internal and external issues; raising of board awareness around both arenas; heightened sense of Resist's assets and needs (broadly defined); stronger sense of Resist's mission and place in a larger movement and political context; small but significant structural and process changes, along with turnover in who is on the board

- Conducted two surveys to inform process: internal (i.e., of the board) and external (donors, colleagues, funders)
- Committee Responsibilities: Approved
- By-Laws: Revised and approved. Revised in order to standardize language.
- Personnel Policies: Revised and Approved
- Create a password-protected Web site for Resist board: Approved and done.
- All board decisions (going way back) are posted on the password protected Web site. Also posted are key organizational documents and committee and board minutes.
- To table discussion of staff structure until board decides to revisit the question.
- To hire a consultant to help us deal with trust/communication issues.
- Not to hire a consultant to help us deal with trust/communication issues.
- To approve minutes of a board meeting at the beginning of the following meeting, with most comments made in the interim
- To sum up decisions made during business section at end of business discussion; to sum up grants section at end of grants part of meeting; and to reflect on the meeting process at each of those points.
- Reordering of board meeting agendas to do grants decisions first
- Personnel Committee to take lead for 2002 staff evaluation, but not necessarily for future. Done for April Meeting, using existing evaluation forms be used for this evaluation, which will be reviewed before the next cycle.
- Grant Application Form: Revised and approved.
- To co-meet Exec. Comm. and Long Range Planning until end of the current LR process, then Exec. Comm. will have long-term responsibility for ensuring long-term planning takes place.
- Endorsement policy: approved.
- Mission statement/statement of purpose: Reaffirmed
- Decided not to reactivate the Resist Speaker's Bureau at this time or to buy a building
- Decided to make trust and communication an area of ongoing attention: Approved and happening
- Decided to hire a permanent staff member to replace Becca: Done
- Circulate all committee minutes to all board members: Approved and happening
- Add new board members, after hiatus during early long-range planning: Happening. During the long-term planning process, five board members have left the board for various reasons, with five new members joining.
- Follow-up/implementation improved, with committees taking responsibility and use of "parking lots" to keep track of undecided matters.
- Networking and movement building are major Resist concerns.
- Board/staff lunches or coffees will be held on a regular basis
- Reaffirmed the "job description" of committee chairs and charged EC with seeing they follow up on that commitment. Stronger committee chairs, with no staff members as chairs to relieve them of some work load.
- Removed fundraising from this phase of long-range planning because major changes would result from major program changes at conclusion of the process
- Noted need to increase sensitivity by non-staff board members about what it entails when they make requests of staff. Support staff in "pushing back" when information is requested, to ensure that all understand and agree with priorities, need, timing, impact on other work, etc. When needed, Executive Committee can be called upon to help balance conflicting needs. All board members need to be cognizant of staff's busiest times, and the board as a whole should consider ways to help prepare for busy times, prevent too many deadlines arriving at the same time, and show patience in what we expect of our staff. Staff should make other board members aware of especially busy in the annual schedule.
- Will remain aware of potential for miscommunication and mistrust and continue taking steps to prevent its becoming high again.
II. **Evolution of the Schedule/Where We Are Now**

*Initial Schedule, as of November 2001 following the retreat:*
- Dec 2001: Discussion on Mission/ Niche/ Strategies- How does Resist respond to external events?
- Feb 2002: Trust and Communication- set framework for making future decisions
- April 2002: Continuation of Trust and Communication
- June 2002: Staffing
- August 2002: Resist programming
- October 2002: Board tasks, territory
- December 2002: Fund-raising

*As of December 9, 2001*
- February 2002: Communication and Trust
- April 2002: Staffing and personnel issues
- June 2002: Grants
- August 2002: Board tasks, territory
- October 2002: Fundraising

*February 3, 2002 Board Meeting*
The second half of the Trust and Communication discussion will take place at the April meeting. The Executive Committee will think about how to restructure the rest of the long-term planning process.

*April 7, 2002 Board Meeting:*
Reaffirmed the previously established sequence but not necessarily the timing

*June 2, 2002 Executive Committee*
August meeting reconsidered as a feasible timeframe for programmatic issues. Tends to be lightly attended. **Proposal: Keep the August meeting as scheduled, knowing that the Board may need to carry conversation forward into October.**

*As of June 23, 2003 EC meeting*
Three meetings (or topics) left to address:
- Board responsibilities and territory: August 2003
- Fundraising: Would follow changes in programming.
- Wrap up. Retreat.

Wrap up would bring closure to this phase of long-range planning. Might return to original question: where we want to be as an organization in, say, five years in terms of size, budget, programs, staff structure, etc. Retreat would end with: 1) committee assignments; 2) assignment for producing a wrap-up document; 3) transfer of oversight for long-range planning to the Executive Committee.
III. October 2001 Retreat: Main Areas of Attention Emerging from the Meeting

See also Appendix 2 for the full minutes.

- At the December meeting, the LRPC will provide a report on the internal survey and a proposal of issue priorities and a timeline for the discussion
- The Board will discuss, make changes, and approve this proposal at the December meeting
- At each subsequent meeting, the Board will discuss the particular issue(s) based on the approved proposal, and set goals and strategies (long term and short term) and the next steps to be taken.

Priority issues:
- Staffing structure: personnel policy, supervision/mentoring, accountability
- Grantmaking: details (size, growth), programmatic focus, proactive response
- Trust/communication: closure
- Board: overworked, structure/development, strengthen/support, roles, diversity
- Committees: relation to staff, advisory board, accountability
- Fundraising strategy: old donors, board involvement, loss of assets (drop in market)
- Mission statement
- Resource allocation
- Role in coalitions
- Amount of program/administrative costs
IV. Mission/Niche/Strategies

Web site statement as an unofficial statement of Resist's niche/mission/whatever.
Summary statement of purpose:
RESIST is a national activist foundation that works for economic, social, and environmental justice by funding small grassroots groups directly engaged in organizing. Since 1967, RESIST has challenged illegitimate authority that undermines democratic principles and has endeavored to connect and inform individual donors and activists in a broad movement for social change.
V. Board Tasks, Territory

Role of the LRPC
From Executive Committee 6-1-01 minutes:
The LRPC should create a framework for RESIST to look at organizational goals and a process to turn these goals into specific actions; LRPC should determine a process for determining RESIST's staffing needs in light of organization's financial goals, political priorities and organizational structure. A recommendation on a staffing plan should be provided to the Board by the June 2002 meeting.

From 6-3-01 Board meeting: The LRPC should create a framework for RESIST to look at financial goals, political priorities (including utilizing a strategy for participatory evaluation), and organizational issues.

Clarification of LRPC's role in long-range planning process:
1. Model a way of presenting committee reports and follow-up on committee's presentations and proposals
2. Make recommendations to committees regarding how they take Board input vis-à-vis their proposals
3. After Board discussion, give future committees some prioritizing of questions and topics

One of the EC responsibilities is to make sure all committee minutes are circulated before any board meeting.

Committee Duties, As Of 2002
- **Board Development/Outreach Committee:** The duties of the Board Development shall include, but are not limited to: analysis of the growth and development needs of Board of Directors and recruitment of new Board members. The Board Development Committee shall coordinate periods of organizational reflection and strategic planning for members of the Board and Advisory Board of the Corporation as necessary. The Board Development Committee shall perform such other duties as may be assigned to it from time to time by the Board of Directors.
- **Communications Committee:** The duties of the Communications Committee shall include the effective communication of the work of Resist and its grantees through the Newsletter, Internet, and other print and electronic media. The Committee shall also ensure that Resist provides information and analysis of import to the progressive community; and contribute to tools that will assist in raising funds for Resist. Tasks include: edit articles for content and style; develop themes for upcoming Newsletter issues; make recommendations for changes in Newsletter and Web Site format and content; conduct meetings via Internet/fax/telephone up to ten times per year.
- **Executive Committee:** There shall be an Executive Committee of the Board of Directors which shall consist of the Officers of the Corporation and a member-at-large. The Executive Committee may include any other such person that the Board may appoint from time to time. The Executive Committee shall be authorized to act for and on behalf of the Board of Directors between meetings of the Board and such actions shall be subject to ratification, modification or reversal by the Board at its next regular meeting. In the limited instance where the Executive Committee's decision is not unanimous on a matter requiring immediate attention, Board members will be contacted via e-mail, fax or telephone, and the question will be decided by a simple majority vote. The duties of the Executive Committee shall include: 1) oversight of Board designated committees to ensure such committees are fulfilling their roles and responsibilities; 2) supervision of Board decisions and policies to ensure that the same are recorded, implemented and reviewed; 3) assurance that the organization complies with all relevant local, state and federal regulations pursuant to its legal status; and 4) prompt attendance to any concern brought to its attention by one or more Board members.
- **Finance Committee:** The duties of the Finance Committee shall include, but are
not limited to, oversight of: monthly financial statements; annual budget process; monthly operating and cash flow position; and reconciliation of donations and memorial fund pledges. In addition, it shall be the responsibility of this committee to monitor internal financial management control, and review and respond to the annual audit. Furthermore, as necessary, the Finance Committee shall recommend to the Board of Directors, for its approval, changes in fiscal policy, including investment policies and guidelines. The Finance Committee shall not have the authority to directly invest funds or reinvest funds, but only to make recommendations regarding such investments. The Finance Committee shall be chaired by the Treasurer.

- **Fundraising Committee**: The duties of the Fundraising Committee shall include, but are not limited to: implementation of strategic plans for securing funds for the organization and ensuring the long term stability of the organization. The Fundraising Committee will act in concert with the Finance Committee to provide oversight of the fiscal health of the organization, and shall make recommendations to the Board as necessary to fulfill its mandate.

- **Grant Committee**: The duties of the Grant Committee shall include, but are not limited to: initial review of grant applications, analysis of the success/challenges of grantmaking process, and recommendations for change. The Grant Committee shall enable the Corporation to maintain a grant making process that has integrity and assures a fair and equitable distribution of the Corporation's funding resources consistent with the Corporation's purpose. The Grant Committee shall perform such other duties as may be assigned to it from time to time by the Board of Directors.

- **Hiring Committee**: The duties of the Hiring Committee shall include, but are not limited to: outreach and recruitment of staff candidates; conduct of initial interviews and recommendation of candidates to the Board for decision-making. The Hiring Committee meets on an ad hoc basis.

- **Personnel Committee**: The duties of the Personnel Committee shall include, but are not limited to: review and modification of personnel policies, mentoring of staff, liaison between staff and the Board of Directors, facilitator of grievances, orientation and training of new staff. The Personnel Committee shall work in concert with the current employees to assess the on-going staffing needs of the organization. The Personnel Committee shall perform such other duties as may be assigned to it from time to time by the Board of Directors.

- **Retreat Committee**: The duties of the Retreat Committee shall include, but are not limited to: development of meeting content; finding the location and facilitators for Retreat. The Retreat Committee meets on an ad hoc basis.
VI. Staffing

Becca originally had a one-year contract because long-range planning might have affected staffing needs.

April 2002 board meeting: The following motion was made and approved: Becca will be given board status as a voting member through her tenure as a staff person.

June 2, 2002 board meeting: Proposal approved for extending Becca's tenure: Extend her contract until August 31, 2003, with benefits of full-time employee (particularly retirement match).

June 1, 2003 Personnel Policies Approved

June 2003: Yafreisy hired as permanent staff.
VII. Resist Surveys

Two surveys, a survey of our audience/external world and a board questionnaire.

**External Survey**
December 8, 2002 board meeting: Becca gave a brief summary of the survey process and the brief analysis of the survey she has done thus far.


**Board Survey: Long Range Planning Committee Questionnaire, October 2001**
See Board Survey Report, Appendix 4, for detailed comments

1. RESIST’s current funding niche (small grants to small groups) is applicable, useful, and appropriate and should be continued.
   - Strongly agree 6
   - Agree 4
   - Disagree 1
   - Strongly disagree

2. RESIST should respond to and support the growing opposition to corporate globalization through changes in its grantmaking and educational activities.
   - Strongly agree 4
   - Agree 5
   - Disagree 2
   - Strongly disagree

3. What scale of grantmaking makes sense for RESIST?
   - Maintain current total (about $275,000) 1
   - Increase the total granted gradually 8
   - Double the total granted within three years 2

4. What scale of staffing makes sense for RESIST?
   - Maintain a staff of 2-3 people at least for several years 1
   - Increase the staff size gradually and as needed 7
   - Double the staff size within three years 1

5. RESIST should modify and/or clarify the current division of roles and authority between staff and boards.
   - Strongly agree 1
   - Agree 9
   - Disagree 1
   - Strongly disagree

6. RESIST plays two primary roles: funder (grants) and educator (newsletter). The balance (as reflected in the RESIST budget) between these roles should:
   - Remain the same 6
   - Increase on the funder side 1
   - Increase on the educator side 1
   - Include a third or fourth role of 1(tba), coalition builder

7. Staff diversity is highly important.
   - Strongly agree 6
   - Agree 4
   - Disagree 1
   - Strongly disagree

8. Board diversity is highly important.
   - Strongly agree 9
   - Agree 1
   - Disagree 1
   - Strongly disagree

9. When I think of diversity in terms of RESIST, it means: See Appendix 4

10. In order to have the most impact, RESIST should revise its criteria in terms of what we will or will not fund. (For example, RESIST might decide to fund the creation of tools for organizing, even if not directly tied to organizing campaigns.)
   - Strongly agree 3
   - Agree 2
   - Disagree 2
   - Strongly disagree

11. The categories in RESIST grants (e.g., Labor, Environment) should be revised to better inform and reflect RESIST priorities and today’s realities.
   - Strongly agree 1
   - Agree 4
   - Disagree 2
   - Strongly disagree
12. RESIST should place a higher priority on networking and coordinating with the progressive philanthropic community.
   - Strongly agree 4
   - Agree 3
   - Disagree 1
   - Strongly disagree

13. The Board of Advisors is an important body and more effort should be made to involve its members into RESIST activities closely.
   - Strongly agree 2
   - Agree 6
   - Disagree 2
   - Strongly disagree

14. Under certain circumstances, RESIST should fund the activities of U.S.-based organizations even if the activity takes place outside the United States.
   - Strongly agree 2
   - Agree 2
   - Disagree 4
   - Strongly disagree

15. RESIST should develop significant resources to raising money from major donors.
   - Strongly agree 1
   - Agree 5
   - Disagree 3
   - Strongly disagree

16. The RESIST Board of Directors should take the steps needed to be more geographically balanced, with more members outside Boston and away from the East Coast.
   - Strongly agree 3
   - Agree 3
   - Disagree 3
   - Strongly disagree

17. The RESIST Board of Advisors should take the steps needed to be more geographically balanced, with more members outside Boston and away from the East Coast.
   - Strongly agree 6
   - Agree 2
   - Disagree 1
   - Strongly disagree

18. RESIST should give a higher priority than in the past to groups involved in progressive electoral politics.
   - Strongly agree 1

19. RESIST should consider funding union splinter groups that are pursuing highly progressive activities.
   - Strongly agree 2
   - Agree 7
   - Disagree
   - Strongly disagree

20. The Long-Range Planning Committee should be a permanent committee of the RESIST Board of Directors.
   - Strongly agree 3
   - Agree 5
   - Disagree 2
   - Strongly disagree
   - Other

21. RESIST should revise its process for hiring new staff members.
   - Strongly agree 1
   - Agree 5
   - Disagree 2
   - Strongly disagree

22. Resist should have a stronger organizational presence at progressive conferences, demonstrations, etc.
   - Strongly agree 6
   - Agree 3
   - Disagree
   - Strongly disagree

23. RESIST's most pressing internal structural question is:

   Pam: how much we should grow.
   Carol: how do we set goals for where we want to be in the future? Who gets to answer those questions? Board/Staff? Grantees? Donors?
   Kate: aligning our ambitions and hopes for the organization with the realities of available time and $$
   Ty: Increasing the presence of people of color on the board and staff.
   Jorge: I think the most pressing structural need is to develop supervisory structures and relationships within the staff.
   Nancy: Staffing and supervision. How many staff people do we need to do what we as a
group feel we want to do, and how will supervision, evaluations, etc. be accomplished?
Eileen: communication between board and staff, and board members with each other. Also, increasing board membership with a diverse group of people.
Robin: Board/staff dynamics and roles.
Marc: How to focus board time on its most important task: grant decisions. This means more staff autonomy and authority in other areas, with board oversight.

24. The most pressing external political question for RESIST to address through its programs is:
Kate: maintaining and improving RESIST’s relevance and respected leadership role within a rapidly changing political environment
Hank: Globalization led by the Transnational Corporations.
Ty: Increasing the visibility and leadership of communities of color in progressive politics.
Pam: Peace movement support post 9/11

Carol: Given the current anti-democratic trends of corporate globalization and attacks on civil liberties, how can Resist facilitate grassroots activism and the connections between activists?
Jorge: I would identify two, which I've mentioned in other answers: 1) we need to address globalization concerns; 2) we need to promote greater cooperation and focus of efforts in relationship to an articulated progressive agenda.
Nancy: What role can we play in pulling the fragments of movements/actions together into a more significant force that has a presence and pushes the country back toward the left. The only other answer I can come up with are my top ten choices of issues—and that leads to me the answer I gave.
Marc: The lack of a movement ' the lack of a clear vision of what is progressive and how fundamental social change happens, leaving us with an insufficient theoretical base for making grant-making decisions.
VIII. Trust and Internal Communication

Internal Web site
August 2002: Comm. Committee proposed setting up a password-protected Web site for Resist board materials. To hold archives (meeting minutes, approved documents, etc.). DONE.

Feb 3, 2003 Board Meeting Discussion of Trust and Communication
- Rules: Everyone talks before anyone talks twice, it will be an inclusive discussion
- Assumptions guiding the discussion: lack of personal trust on the Board, structural blockages
- Goal for the discussion: implementation of policy for successful communication
- Remarks limited to individuals' brief history in relation to Resist and what each person found rewarding and frustrating

Kate: first in contact with Resist in 1981/82 as a recipient of a grant, was a member of the Board for ten years, was then inactive for ten years, and came back onto the board a year and a half ago. The early focus of her involvement with Resist was on grants rather than structure and governance, the organization has grown much in that time. The mission and politics have not changed.

Rewards: counters despair about the political situation facing this country and feelings of political isolation. contact with national grassroots organizations.

Frustrations: time commitment, the experience on the personnel committee was a very painful one in the way it turned out (especially since you need to feel good about your volunteering experiences), break in communications.

Hank: Signer of the original Call and received a grant for draft counseling center. Was an area person before the egalitarian restructuring 1971/72 when area people become board members. Inactive 1978-84 as travel is very hard.

Rewards: community struggle for social change, leaving the planet better than we found it, really appreciated the former sense on the board of being involved with peoples' lives and work.

Frustrations: He could do more on the board, there is a changed political atmosphere ("no real movements in the air"). Used to be more connected as a board. Need more board members as there is too much work.

Abby: Began organizing in feminist organizations in the Reagan era. Worked for Dollars and Sense. Now focuses on anti-racist work in the media, and challenges the social justice press to change what they write about. Drawn to Resist by association with Robin and Carol.

Rewards: Money flow to small groups not able to get other money, contact with rural organizing.

Challenges: Lack of density of social movements- need to change the social climate. Resist is reactive- need to look at what should be Resist's role in shaping the movement. Communication cross movements and generations responding to changed movement status.

Carol: On staff 6 years. Experience organizing in urban areas and around Central America. Moved to office-based organizing rather than a community-based job.

Rewards: Breadth of applications are encouraging. Diverse in focus and sophistication. Young grassroots groups. Learn from a range of historical expertise and range of organizing backgrounds. Amazing donors connected to the movement. Newsletter writers bring in different aspects of a community. The connections created through this work.

Frustrations: Change hard to effect- slow and unexciting process. Fear of making mistakes- not a big margin of error in the work. Trying to figure out how to connect more regularly to a larger community. Interpersonal connections. Diversification in terms of knowing more about organizing and types of organizing.

Becca: Experience coming out of college organizing work about feminism and reproductive rights.

Rewards: Seeing the connections organizations are making across the country and helping other organizations frame how they think about their work in light of these possible connections. Contact with grantees,
references, and donors great. Learning so much from a range of expertises.

**Frustrations:** Small margin of error, trying to learn so much in a relatively short period of time. Need to address connections cross generationally in terms of building a bridge between older activists and new youth-centered groups.

**Marc:** Campus based radical, then went to the Institute for Southern Studies. Joined Resist about 6 years ago, about the same time as got really involved in the theater.

**Rewards:** Resist is a place to be respected. Like how donors rallied in Dec after 9/11.

**Frustrations:** Few applicants talk about being part of a movement (the progressive movement began as a single movement and moved to foci on more individualized issues). Time demands. Process vs. Product styles (very product focused). Should spend more time raising money and giving it away. External pushes to become more moderate- hard to been politics consistent when personally in a liberal world.

**Wec:** Moved to Boston in 1974, hung out at *Radical America* and *Dollars and Sense*. Knew staff at Resist and became part of the community. Started typesetting the Newsletter and joined staff for 9 _ years, have been a member of the Board since. Resist as a political home. Drawn to Resist by Newsletter. The reality of life is different now with the higher cost of living and the decreased excitement in activist work.

**Rewards:** Great Newsletter. Resist as a political home spawning engaging political discussions. Trying to build a community and cross-fertilize across the movement by getting groups to engage beyond their issue.

**Frustrations:** Being one of the oldest members of the Board. Miss founding and early Board members. Board used to have less consistent attendance, but miss political contributions. Haven't gotten used to that change yet. Frustrated by lack of results of diversification process. Never feeling that there was more than a token show of diversity since everyone did not show up all together. Hard to be on the Board and be a parent. Distress on the Board and split from other aspects of personal life. Feel more engagement in other political activities (mostly in education addressing race, ethnicity and class, and the Middle East). Engagement in a diverse world with more trust.

**Jorge:** Joined the Board in 1998. In High School started with anti-war organizing. College politics and unionizing graduate students. Was involved with organizing about Central America in the late '70s and '80s. Professional work has centered on Cuba morphing into foci on Central American/Guatemala.

**Rewards:** Connections to politically thinking people involved in daily activism. Being part of a very committed and talented group. Quality work. Connection to a variety of work being done around the country.

**Frustrations:** Not enough awareness of what it means to be a volunteer. Things requiring immediate response sometime get to him too late for him to respond. Do not have a good mentoring structure. The importance of generational mentoring is lost in the organizational structure. Need to transmit information about the culture of the organization and the organization's history.

**April 7, 2002 Board Meeting: Trust and Communication discussion:**

**Board Meetings Process:** Communication at board meetings has been less than optimal. We seem to have adopted some "bad habits" (e.g. interrupting, lecturing, not staying on target or on schedule, being overly critical or withdrawn). Some of these could be attributed to structural problems such as: a) insufficient mentoring and orientation of new members as they come on the Board, b) lack of a shared understanding of how to participate at board meetings, c) lack of adequate trust among individuals or d) (other) ??. How can these bad habits be changed?

**Mentoring/Orientation:** Role of Board Development Committee is to identify new members and mentor; establish guidelines for mentor role, match up before person's first meeting

Mentoring has been a vague program. Never happened well; specific guidelines:

- make sure mentor is assigned and gives overview of Resist/process
- set timeline for how long process occurs; provide for successors/alternates
- help with packet expectations
- talk after read packet

**Participation at Board Meetings:** Stronger chair/timekeeper, keep on target, keep within
times set, put ideas into proposals. Not everyone needs to be chair(?). Pair chair with parking lot keeper (but seen as mentoring new board members, especially young, to develop skills), Executive Committee think about chair when planning agenda, solicit volunteer before meeting, members can decline or ask for second person as back up

How meetings are run: e.g. raising hands, majority vote, write down for new members

Trust: Issues of being direct, Defensive responses, Look for underlying agreement/disagreement; how to explain without being defensive, Personal style/trust/lack of clarity/defensiveness, Listening check; repeat back issues, Communication problems, Accountability, Ways to build trust: get together outside meetings? Buddy system to pair members to evaluate each other's skills?

Accountability and Implementation: There has been frustration due to the lack of follow through in implementation of certain decisions that fall under the purview of the staff or non-staff board (e.g. list of dormant donors, board attendance policy, personnel policy revision, budget format). Who is responsible for ensuring accountability on decisions made? How can we improve this situation??

Follow through problems: Staff expected to do everything, Slow to implement: e.g. credit card, roles on board of advisors, retreat issues; accountability of attendance. Who does it? Revisiting discussions: e.g. NYC meeting location, Board is very involved in details, Many suggestions, where do they go?

Possible solutions:
- Keep calendar for decisions Board needs to make
- Clarify when a discussion is a decision
- Solicit feedback earlier from outside committees
- Is Board too vague when charging committees?
- Make committee agendas available ahead of time
- Have committee chairs
- Set deadlines and timeframe for requests
- Consider increasing staff resources
- Reprioritize tasks
- Empower Board chair to facilitate
- Need structures for filtering committee issues with individuals

Institutional Memory and Authority: There is concern regarding the maintenance and dissemination of institutional memory. Who is responsible for keeping track of decisions made by the Board? Where is there a log of such decisions? Who has authority over enunciating institutional policy, either policy reached by overt decision-making or policy established through institutional practice? What is the mechanism for addressing disputes over either the language or the spirit of decisions or practices??

- How to improve institutional memory?
- Set aside discussion time at a Board meeting to look at list of previous decisions to bring everyone one up to the same page
- Set up better tracking mechanism for decisions
- Set up better archiving mechanism for decisions; maybe on a password protected section of the web page?
- Delegate periodic revisions of policies; policies should have a timeframe for implementation and assessment. Who would track and delegate this?
- Allow for closure when difficulty decisions are circumstances arise
- Need better continuity in board participation, attendance and investment
- Keep better control of charges to committees

Decision: The notes of the this board discussion on trust and communication will be referred to the Executive Committee to sort and prioritize and assign some immediate priorities to committees and refer structural concerns to Long-range Planning Committee to incorporate into planning process. The Executive Committee will bring back a report of its plan to the Board.

June 2, 2002 Board Meeting

The Executive Committee made recommendations based on issues raised at the last meeting for tasks which need to be accomplished. Also addressed were questions regarding where to go to get information.

Board Development Role: deliberate need to work towards developing trust (including activities link socializing, identifying common
goals etc.) Concretize mentoring process. Develop guidelines for conduct for meetings. Some materials may already exist. Common thread connects issues. Mentors need training in their role. Organizational culture issues and process issues are part of the guidelines. Perhaps put together a handbook for Board members with an overview of the process and history of the organization.

Proposal: To accept the Executive Committee overview as a charge to committees and for proposals as to how to implement. The committees will announce their agendas at upcoming meetings to solicit input. (Passed: Yes 6 No 1)
IX. Structure

Discussion of the idea of an office manager who would have staff oversight responsibilities:
The personnel committee presented an overview of this position as:

- A way to solve the issue of assignment responsibilities and communication while retaining an egalitarian approach. Ensures procedural tasks occur.
- Internally: Lead staff meetings, oversee documents production, utilize as a way to develop leadership, may redress power issues for newcomers, like a traffic cop rather than a supervisor.

Pam: Facilitates Board Communication. Board has a point person to ask for help from. As an add on is a lot more work. Is there any way to reduce the work load of the person in this role?

Ty: Not sure how this works. Is the issue access of Board to staff? Is this individual Board members talking to Staff or Board members charged by the entire Board to access Staff?

Abby: The idea is who gets internal information- Executive Committee or Personnel Committee?

Ty: Is this person's role oversight of the management of the staff work plan? Or is there a larger role for this person to play? Is it a liaison between Staff and Board?

Kay: This a mechanism to encourage a more timely response. To solve issues of things that get lost between Board meetings. Foster responsiveness that doesn't happen Staff to Board or Board to Staff. Not supervising in nature. This would be an ombudsman role.

Pam: Walking around the conception of supervision. To what extent does Resist want the Staff more closely supervised? Mutual evaluation and support? Oversight? Self-criticism. More deliberate activity would be helpful. Regular Board members can't do enough oversight. Would take work to train the office manager to this role. Communication and supervision. Staff need to convince the Board about changes that are needed- the Board is slow to respond.

Carol: Underlying question: what is need is that this ombudsman role tries to fill? Is there a problem with inter-staff communication? To help the staff talk to each other? Is there a need to a staff filter? Board talk to one person only? Issues are still there since that person is staff as well.

Robin: This may reflect on an underlying issue-the apparent inability of the staff and Board to communicate with each other. There seems to be concerns that some members have about speaking up directly to the person who is not providing them with what they need. No process in Long Range Planning to address this. Office manager doesn't solve problem.

Abby: There is a need for reporting on a regular basis. Given a collective structure, there is a need to have someone responsible for oversight. Need to slow down the pepperering of staff by the Board. Structural issues.

Carol: Reporting is a good point. People never read reports in the past, so the Staff stopped producing them. Reports are reasonable to expect. Issue of reports- who is accountable up the chain?

Kay: Reminds of committee work plan issue. With three staff there is really no need for another layer. Questions as to where unattributed questions go. Reporting, mechanisms for responsiveness from Staff and Board is unnecessary and a hinderance.

Hank: Hope is for a fourth staff person. So at that point there is a need for organization and management. Not clear where to take issues when conflict in interactions. Not good at quick responses- and part is due to lack of clarity of who to call. Want to be able to just call staff to discuss issues.

Ty: Don't see issue identified- accountability, continuity are not particular to collectives. Fiefdoms happen more in bureaucracies than in collectives. Problem is a vision of collective with no way to get there. Don't look at the interconnected nature of tasks. Assume all are equal but not connected. No way to surface problems in this picture. Power for oversight but no power to implement change. Chair of staff collective. Whole with individual parts related. What does it imply about future work/changes? Can't have too loose functional job descriptions. Evaluation of staff function during period from vantage point of the whole. Still not getting back to essence of operation.
Abby: Chair of Staff Collective is a good name. Rotation is good. Who reports to is important. There are three responsibilities (1) Staff problems to personnel committee (report), (2) issue required reports done and going to Staff and Executive Committee, (3) Chair meetings and ensure mutual oversight happens (reports will help).

Hank: Mutual oversight and looking at interconnected issues is a good role.

Pam: How to provide feedback for Staff about performance is hard for the Board who are not present. How to encourage mutual support and accountability. Need some support and accountability. Need some support for how to make it happen. What does this mean for job satisfaction?

Ty: Not really a structural change. It is a way of looking at work. Person needs to step back from their tasks to be able to have an overview. Need to reward people for doing this work. Really a stand question.

Kay: More concern about strengthening the bridge between Staff and Board. Staff collective is a subset of the Resist Collective. Still doubts about the chair of collective role.

Robin: More room to think about issues as reformulated and currently expressed.

Ty: Problem- If the staff produces reports, but have the impression that no one sees them. This is a problem for a broader collective. Need to define what reports are needed and who should produce them. Staff? Committee? Then the production of reports is a collective responsibility. If they are not being used, the collective needs to revisit the decision to produce reports.

Hank: As the organization gets larger, need to avoid being amorphous. Hierarchy does not mean undemocratic or elitist.

Abby: What is written is not the same as discussion. What are the next steps?

Carol: Still not entirely comfortable. Questions—problems the Board needs to address? Does this address them? Supervision/ support, things falling through cracks- are these staff problems, Board problems or Resist problems. These solutions seem more staff related. Is the right location for a bridge on the Staff or on the Board. Transparency- does reporting get to this perhaps? There is a lot people do that others are unaware of. If do oral presentation of the report to the Board- then people will look at it.

Ty: Password protected site on Resist's web site- reports can be posted there. Accessible information increases knowledge and trust.

**Decision:** Come back with revised proposal after speaking with the staff about the character of a staff collective. Also, the form of reports that would be required.

October 6, 2002 Board Discussion of Staff Structure

Board members discussed three options: 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:

- supervision and mentoring, roles that have been very difficult to maintain.
- 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.
- adding new programs and areas of work. If we expand staff, we need mentoring, better planning and accountability.
- 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
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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 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.

Wee 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. Jacque raises the question of supervision but we can do it in a peer context.

Wee: 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
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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 (by proxy) all backed the director position with support from a flexible Marc (by proxy); Abby and Hank the office manager; and Carol, Robin, Becca, Ty, Kay (by proxy) 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. (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

April 4, 2003 Board Decision on Staff Structure
Unanimous to table discussion until board decides to revisit the question.

April 4, 2003 Board Decision on EC and LRPC
Unanimous to continue co-meetings of Exec. Comm. and LRPC until end of the current LR process, then for Exec. Comm. to have long-term responsibility for ensuring long-term planning takes place.
We decided to hire a consultant to help us work through the trust and communication issues that emerged during the discussions of structure but eventually decided not to engage a consultant at this time.
X. Political Discussions

December 9, 2001 Political Discussion

1) What has been Resist's work in the world?
Hank's assumptions: a) the name Resist has
terrific cachet, including with youth. Resist
never has had a litmus test of what makes you
radical/progressive. While we do disagree
intensely sometimes, at least we are in the
same chapter if not on the same page.

2) 911 does suggest a reordering/examination
of priorities, returning us to our original roots,
directed towards the US government with SE
Asia and Middle East, then civil rights
COINTELPRO (when our money really started
coming in), peace issues more generally
racism (Panthers) shift to more domestic
issues (post Kent) as integrated with each
other and women's issues, Native issues; then
in 80's in Central America, a little part Middle
East, but focus remained domestic; gay and
lesbian, prison and environmental evolved
over time, in 90's overwhelmingly concerned
with domestic issues. Now foreign policy
issues need to be connected to the groups we
fund. No clear way to separate domestic with
foreign policy issues. Need to renew
commitment to civil liberties. Hope this doesn't
mean slighting of other priorities. Hope for
closer linkages.

3) What are the implications of this history and
what has changed?
We need to recruit more board members with
particular talents, (worry less about ethnicity
say, more expertise on areas such as
economics, not just investments, middle east,
civil liberties, Africa, and they could be more in
the field doing other activities, like going to
groups). The question is not whether to give
guide direction to the movement, it is which direction
do we want to go? How about travel money to
go to groups to do newsletter editing, talk on
economics of militarism, advertise through our
website who our board members are. How
about expanding the newsletter, dealing with
issues that are becoming more complex,
without ignoring our previous issues. We need
to change application form (look for different
patterns of response from some groups, say,
on foreign policy which is now missing),
broaden the political groups that can apply.
Staff hiring should be focused on same
standards for staff and board, but main thing is
expertise and what the person could bring. We
should maintain egalitarian nature of staff
structure. We could integrate ourselves better
with other progressive organizations. Ask one
of 2 folks from them to sit on their boards. Start
regranting. Interlocking directorates as in C.
Wright Mills might work on the left.

We responded to this presentation each in
turn.

Eileen: strongly agree how foreign and
domestic policies interact. Resist can make a
strategy of how to make itself more visible,
being able to talk about the work we do.

Marc: for a long time wanted to help
organizations focus on building new structures,
but now we need to return to the reasons for
our name and our original mission, resisting
illegitimate authority. Now I can see including
groups who do not reject whole system and
that certain groups do good work in
consciousness and activism. Issues for funding
criteria have been helpful. Need for more
outreach that we exist and what our resources
are. We used to have a national focus and
national movements, but real organizing is
local, with international perspective. Loves our
niche for small groups that organize. We are
healthy!

Abby: 911 shows how left is segregated from
immigrant groups. Labor economy
understanding is crucial. Left unable to
respond and is cult-like and with very narrow
and ineffective language at demonstrations.
We should stay with domestic groups, the
heart of the empire. Stay with the groups we
currently fund to help them stay afloat while
everyone else is re-prioritizing. Had
conservative response to Big Ideas such as
expanding the newsletter. Need to do some
movement planning conferences, have travel
scholarships, bring people here, focus on
cross generational training, even at running
meetings level. Keep whole range of diversity
in mind.

Robin: this is productive way of discussing
Resist. We do have an important niche. Since
911 rededication to peace and antimilitarist
work is important. Could do more outreach to
groups that are thinking more about
challenging the empire. Helping these
conversations happen locally and in new ways.
Board members can do outreach more
themselves. We have been doing connecting to progressive funding, cross generational stuff, etc.

**Jorge:** Big picture first. No cogent concept of social change. Best he can figure out is do things differently from mainstream priorities, this slowly changes people's hearts and minds. But post 911 raised the stakes, more flagrant, obvious, need to do something in programmatic ways. We need to start to think about what should be done to change the heart of the empire. US has moved to the right, more destructive, larger impact on the world. Stepping off from these concerns, where do we go from here? A lot of activity, but how do we create a more organic vision? First do it for ourselves; let funding priorities be established by the grantees, and we don't see how this fits into the big puzzle. We should do this. It's clear where we are as result as 911. We need to know how to go from here. The distinctions between domestic and international groups does not work for him. $3000 grant in Guatemala goes further than $3000 in Salt Lake. Other countries have been thinking about transforming state power in more organic ways; we have not. Expertise is crucial at all 3 layers: board, staff, advisory board. But identity issues are necessary for diversity, and that is the expertise new people can bring, but shouldn't be a trade off.

**Carol:** Our niche is what keeps me here at Resist, from our historical funding and how we have broadened our funded groups. Am recommitted to original principles. Unthinking power granting to right-wing jerks and revisibility of power grabbing. Committed to empowering these groups. Newsletter is important for granting space for our those voices. Linking with international groups might direct us to talking more with funders who fund internationally.

**Pam:** History is helpful; we need to reactivate our people resources: staff, board and advisory board alike. Do we go out more as Resistors? Maybe bring others to us to help us think better. Need to do cross generational work, sharing of what we know.

**Becca:** Attention to foreign policy work creates less focus on domestic staff. Inability to articulate an opposition that pulls new people in. People do this the best are the corporate accountability folks and young people do not necessarily get this. Cross generational important, too.

*Follow up discussion, general reflections*

**Marc:** Some issues: we seem to have major outreach concerns that are not on the agenda. Can we think about sponsoring a youth conference next summer? Can we use newsletter to ask for an open dialog about social change goals?

**MOVED:** To change the grants discussion in June to include program (outreach, newsletter, Web site) and add more outreach items for board members to the August discussion. PASSED 7-1.

**Abby:** civil liberties discussion needs to happen at the local level. We can think of our work as helping coalitions and local stuff to happen. In McCarthyism, left groups were deactivated. Also, think about working with folks a little to our right, at least for the time being.

**Carol:** we can encourage others through using our mailing lists and other resources to do the work we want to see done.

Hank's attempt to summarize: we agree on the following:

- We have seen the Evil Empire and it is us
- No dissent on our niche and our happiness with it, personally and politically
- Agreement on more active board and advisors; less agreement on diversity vs. Expertise
- 911 was significant since it changes how we look at grants
- Outreach concern was uniformly voiced, a most board needs to do more
- Civil liberties are threatened
- importance of intergenerationality for Resist's health

Some disagreement over:

- Funding overseas projects
- How clearly we articulate our collective vision; do we articulate our goals and visions (e.g. Noam's vision: communitarian anarchism vs. his goal: government accountability and reform or retain our current approach: ad hoc reactionism?)
- If we should engage in conference hosting
Next steps will be the LRPC will review this and recommend which committee will facilitate which discussion on which date and will help that committee get its method of facilitation together.

Other discussion points emerging from grants decisions:

Grants committee additional assignments:
- Clarify meaning of "project" or "sponsored project" of larger organizations, perhaps on the application.
- Also, consider a process for technical assistance, including funding folks to go to groups to do technical assistance.
- Clarify whether emergency grants are included in the total per cycle when we calculate % of grants if we go over the top.

Resist's Work in the World:
- The name of Resist has cache
- Fund a range of groups
- Address how foreign and domestic policy interact
- Movement building/ connection
- Niche, special and respected role
- Local emphasis with foreign policy understanding
- Fund in lots of parts of the country
- Responsive in each decade

Differences in the World:
- Attacks on civil liberties
- "1984" predictions are happening
- Call to resist illegitimate authority
- Revealed segregation of the left (especially regarding immigrant rights)
- Rededication for peace and anti-militarism
- No cogent concept of social change
- Raised the stakes, flagrant
- Differences in domestic and international don't make sense anymore
- Impact of foreign policy
- Lack of emphasis on domestic issues

Resist's Priorities:
- Expand Newsletter vs. keep targeted, brief
- Recruit Board members by talent/knowledge
- Target people for the Board of Advisers
- Change application form (focus on foreign policy)
- Maintain breadth of funding
- Diversity
- Areas of expertise in layers of organization; identity issues necessary
- Balance of long-term and short-term groups
- More public presence
- Political economy and labor
- Challenge heart of empire
- Bridging generations
- Outreach: grantees and board
- Define: what does social change entail?
- New ways for Board of Directors, Board of Advisors, and staff to politically speak for Resist. Travel????
- Convocation of thinkers/ activists
- Ability to articulate opposition

Notes from the Grants Committee, November 2002

We hope the discussion of what RESIST should do to be based on what is feasible and on current political realities.

Given: RESIST is a national activist foundation that works for economic, social, and environmental justice by funding small grassroots groups directly engaged in organizing. Since 1967, RESIST has challenged illegitimate authority that undermines democratic principles and has endeavored to connect and inform individual donors and activists in a broad movement for social change.

Questions that people might think about to inform the discussion:
- What is RESIST's role in the movement for social change?
- What's the most strategic use of RESIST resources given our organizational mission, goals, and views on how political and social change happens?
- What is the greatest need? In other words, who else does what activities toward our mission, goals, and views on change? Who else does what we might do? What do we do that no one else does? What else might we do that no one else does?
• Given our organizational mission, goals, and views on how political and social change happens, how might RESIST change its areas of work (e.g., environment, youth, anti-militarism, etc.) or place a higher priority on certain areas?
• Given our organizational mission, goals, and views on how political and social change happens, should RESIST narrow, broaden, or keep the same the types of organizations and/or issues and/or etc. that we support? For a hypothetical example, might "resisting" be the most important political activity right now?
• We currently choose to give modest grants to as many organizations as possible, seeding many groups with potential that no one else would fund for a variety of reasons. Might we want to give fewer, larger grants to the best applicants?
• How much effort (i.e., staff time) should RESIST devote to helping organizations that might be less-sophisticated to prepare better applications (and maybe even do better work)?
• Is there other program work RESIST should do with its resources in addition to grantmaking and the newsletter?

December 8, 2002 board meeting
What is effective political work in this time and environment?

Developing analyses:
• Identifying counter-strategies to opposition
• Creating new ways of framing questions
• Looking back on historical moments for learnings to understand and avoid pitfalls
• Developing a clear identity for the progressive opposition
• Articulating long-range vision and strategies
• Speaking to people's basic core values
• Underscoring basic rights
• Making space/time to re-examine and critique our tactics/strategies/approaches of the past

Developing infrastructures:
• Developing leaders

Building institutions
• Asking the right questions—one of which is 'how to build solidarity' and using this as a model
• Fostering dialogue to enable groups to 'see' where their allies are/who their many allies can be
• Networking across spectrum, taking stock of what is happening (national and international)

Framing the Message:
• Looking at what's possible for creating non-demoralizing public awareness of what's going on
• Supporting accessible public education efforts on analysis of: wide range of issues--$$ spent; US foreign policy; ensuing atrocities
• Adopting accessible (simple, pithy) messages (the people who need these are those who share our values but don't have energy or patience)

Supporting Organizing:
• Supporting direct organizing around self-interest, like public education
• Expanding support for organizing not just based on self-interest

Sustaining, nurturing political workers:
• Acknowledging that organizing is long, hard work
• Addressing spiritual needs

Where should Resist's resources be best put? Our resources are:
• Our intellectual capital
• Our files/contacts
• Newsletter
• Donations

Reexamine our funding priorities:
• Go entirely to general support
• Stick to specific projects
• Support big picture media strategy, not just Pacifica
• Examine and support 'big issues' neo-McCarthyism, war on terror, resistance to 'traditionalizing' culture, sexism and other isms
• Link international issues to domestic organizing
• Identify ways to get the information out
Summary of Long-Range Planning Process

- Build on successful models like UFE
- Reexamine niche of funding small programs
- Use different lens in deciding how to fund, share with our community

Support movement infrastructure development:
- Help create/support infrastructure for social change efforts
  - Productions of information
  - Popular outlets for info
  - Training outfits
  - Exchanges of international solidarity work
- Include in infrastructure the tools for organizing
- Create an infrastructure fund with a block of donors
- Link policymakers with people on the ground
- Institutions need to be sustained
- Encourage grantees to cross-pollinate
- Make our gateway more effective/sustainable/exponential

Work with other funders:
- Coordinate better with our funding allies
- Use our analyses to influence others
- Provide/encourage connections across funders
- Enlarge the conversation beyond Resist
- Take lead with our funder allies (help give t.a. to big $$ groups—Soros, Ford)
- Produce documents that could influence Ford, etc.
- Educate progressive and liberal funders

Concrete Proposals:
- Host a conference of 30 grantees, diverse representation, share successes, opportunities, etc.
- Fund mentors and use conference to launch mentoring project

Next Steps:
- Do these in context of LRP
- Operationalize Conference proposal
- Exec. Comm. charged with having discussion in Feb
- Find out who is doing conferences like this
- Identify funders to fund this conference
- Connect this plan to survey results
- Review web/newsletter content in light of this conversation
- Consider reactivating resist Speakers Bureau
- Consider an e-newsletter

Feb 3, 2003 board meeting: Networking and Movement Building

NETWORKING

Considered increasing our level of networking with other local and national funders to maximize leverage and inform our own grantmaking

Resist currently participates in local and national networks:

Local:
- Informal relations with all progressive funders in the regional area
- A network of program officers from small progressive funders meets regularly to discuss funding trends (Haymarket, Boston Women’s Fund, Resist, UU Fund for a Just Society, Phoenix Fund, Peter Snoad)
- An Associated Grantmakers convened group of local funders either interested in or currently funding community organizing.
- A Working Group of local funders discussing Race, Class and Philanthropy especially in regards to major donor relations (Chahara, Haymarket, Boston Women’s Fund, Access Strategies, Resource Generation, Resist).
- Informal meetings with the development directors of local progressive funds.

National:
- National Network of Grantmakers
- Working relations with all members of the Funding Exchange as well as the National office. Informal relations with Community Shares and a variety of Native American Foundations
- Rye Collaborative: brings directors of social justice foundations together to push for more political grant-making (Funding Exchange, Tides, Seventh Generation, Peace Development Fund, Astraea, Grassroots International, Piper Foundation, Changemakers, MS Fund for Women, Shefa, Proteus Fund, 21st
Century Fund, Global Fund for Women, Jewish Fund for Justice, New World Foundation) [It is unclear why Resist has been invited given that Resist is so much smaller than the others- perhaps political cache?]

- Media Funders Collaborative working group that is looking to expand media projects’ access to funding money.
- Indirect contact with the national progressive funding community through Newsletter

**How would networking serve the mission of Resist?**

Current efforts serve the mission of Resist:

- Provide other foundations with good matches from Resist grantees who we would like to see them fund, particularly foundations with specific local priorities. This works reciprocally.
- Talk to grantees about ways in which they can use Resist’s name or funding as a way to leverage money from other larger foundations.
- Push other foundations to fund in our political priorities. Use the Newsletter as a political education tool.

**Wish list of ways to expand current networking:**

- Attend more conferences and trainings to network with other funders and grantees.
- Neighborhood Funders Group
- Require Travel $ and Staff Time

What are the most important needs of our grantees? How do these proposed activities address them? How does the survey help us answer this question?

Three things grantees identify as most important: Money, Access to other Foundations, and Networking with allies.

Ways to use existing and proposed networking to accomplish the needs of grantees:

- Better awareness of who (in both the funding and organizing world) is working in different areas as well as the critical needs of different regions.
- More information to match grantees with other foundations. Greater development of personal relationships with other foundations.

- Taking advantage of perceptions of Resist’s political cache to push other foundations in the way they fund and who they fund.

**MOVEMENT BUILDING**

*What are the most important needs of the movement?*

- Money, Access to other foundations, and Allied Networks.

Resist can play a role to help facilitate the creation of networks or plug grantees into existing powerful networks.

**Charges/Implications for Committees:**

**Grants Committee:**

- Developing a possible proposal to set up a fund of money that would be used to send current grantees to existing local organizing training centers. A certain amount of money could be set aside every year and allocated amongst geographic regions. Grantees could then use an abbreviated application form to tap into this money. (Examples: Western States Center, Highlander, Mid-West Academy)
- Think about prioritizing specific funding collaboratives for Resist to participate in (caveat- some of these funding collaboratives require funding money)

**Finance Committee:**

- Look at prioritizing Staff Travel in Budget creation process to facilitate and systematize greater networking beyond the local funding community.

**Board Development Committee:**

- Consider strategic outreach to potential new Board members based on their connections to specific networks.
- Consider sending Board members to specific events to increase Board networking.

**Executive Committee:**

- Consider ways in which Resist might network outside the funding community to larger progressive activist organizations balancing the time and money required. This may fit into a process of standardizing Resist’s process of endorsing or sponsoring activities.
April 4, 2003 Board discussion on idea of a conference and/or some version of call to Resist

Aim of document on call/conference: Part of the work of the Executive Committee to help Resist explore the idea of getting a conference together, explore the reasons for it and the possible content. Not yet a proposal but something to ground discussion.

June 1, 2003 Board Meeting Program/Political Discussion

We discussed the idea of a vision statement, which would be a long term cross-issue analysis of movement building. The vision statement would help clarify RESIST's analysis of the demands facing the movement as well as RESIST's role in helping meet these demands. There also must be feedback from grantees on movement building demands and RESIST has a role in this.

We took a step back, and discussed how to move towards building a 'movement' versus building 'movements'.

The idea of a retreat for the fall was discussed. A potential topic for in-depth discussion would be the sense of the political moment and what it means for our programs, i.e. what challenges it presents in the ways we do our work.

Possibly run a Newsletter piece by grantees on how to strategically work and think cross-issue, with emphasis on how to push your work (organizing with a view toward movement building)- pick the best, most sophisticated grantees.

The Grants Committee is thinking about ways of enabling grantees to get to existing opportunities for organizational development and regional networking. The issue of visibility for Resist was discussed in this context.

One possibility: at the National Organizer's Alliance summit, convene a RESIST contingent with grantees. Another way to increase visibility is to go to naturally-occurring networks of organizing with grantees to convene RESIST gatherings and caucuses, thereby building off of existing structures.

Other topics discussed included: What is special about what RESIST brings? (We bring a network of grantees.) How can we best use our assets? How can we invigorate what we want to invigorate in political organizing?

We talked about the process of group thinking about the value of a mission statement. Our vision manifests in making funding decisions that respond to the need for social change.

What does it mean for this vision to be a vision of opposition given that most social movements currently are conservative?

We talked about what it means to be a radical foundation when there is no liberal counterbalance, and a possible renewed importance of electoral politics.

Staff time could be used to do a presentation on a panel, writing about Resist programs, and pushing other foundations. One topic for a retreat could be: Is this the moment to do better, do more, or do differently?

We talked about the name 'RESIST', and what it takes to engage in long-term thinking beyond the political moment. What are RESIST's assets and what is the best use of them? We are at the end of long-range planning process and our 5-year vision of the organization is obscure. To correct this, we need to develop a list of questions and consult with colleagues.

The next steps are as follows:

- To clarify that in many ways the discussion is going back to the beginning of the long-range process.
- Resist has been responding over the last two years to internal structural changes and considered grantmaking.
- To energize ourselves.
- To bring new people into the process.

The August discussion will center on planning a retreat and pushing this discussion further.
XI. Still to Address (Including Ongoing) = Committee Parking Lots

Items not on current agenda that we want to keep track of, especially with retreat coming

**Retreat**
- Spanish translation of grant application and associated needs. Raises questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site).

**Grants**
- Concern: Goals and vision statements are often vague. Don't include information to support statements or address underlying assumptions. Strategy: Look to see if there are ways to clarify this
- Concern: Red flags come up in applications. Strategy: Discuss ways in which they are followed up with both grant applicants and references
- Concern: How to increase Resist's visibility. Strategy: Look at outreach tactics to determine other methods as necessary
- Concern: Are there new ways of determining the amount of money available per cycle. Strategy: Analyze success/failure of current funding allocations. Look at percentage of grants received each cycle and analyze spending levels.
- Concern: Is there an imbalance between local funding versus national focus? Strategy: Look at actual geographic funding figures. Create proposals for geographic priorities (if appropriate) for outreach
- Concern: What criteria is emphasized in awarding grants. Strategy: refer people to new decision sheets created by Grant Committee in June 2003
- Concern: Applicants should provide a list of Board members and their organizational affiliations. Strategy: Discuss if necessary. Add to checklist request in application if appropriate.

**Concern: Networking.**
Strategy: To examine new ways to enable grantees to access organizational skill building and networking opportunities by providing support to attend regional conferences (i.e. Western States Center, Highlander, Midwest Academy). This money would be for general support rather than specifically for travel, accommodation, or registration costs. The next steps include:
- Research into the following questions about existing networking opportunities. What good progressive conferences currently happen on a regular basis? How much money do they cost to attend? What would the total cost to the grantee be?
- Deciding organizationally how to allocate available funds between grantees.
- Developing a short application form for existing grantees to use to apply for these funds.
- Developing a system of informing grantees of these opportunities (e.g. include a regionally specific flier in the grant packet and mass e-mails)
- Targeted fund raising for this specific use (i.e. a scholarship fund drive)

- Consider placing a priority on outreach to potential grantees on particular topics or in particular places.
- Consider offering unsolicited grants to established groups to carry out crucial organizing. On hold
- Fund people to do specific projects. On hold
- Spanish translation of grant application and associated needs. Raises questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site).

**Communications**
- Networking: Review Web/newsletter content and function.
• Networking: Consider ways to use the Web site as an organizing center.
• Consider an e-newsletter.
• Spanish translation of grant application and associated needs. Raises questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site).

Fundraising
• Buy a building and create a physical community center to enable community organizing. (Consider a Planned Giving program where a rich donor leaves Resist a building.)

Finance
• Networking: look at prioritizing Staff Travel in Budget process to facilitate and systematize networking beyond local funding community.

Personnel
• Consider schedule of annual raises based on seniority as well as cost of living.
• Consider more formal policy for bonuses.
• Be aware of the T.A. Robin gives to applicants, affirm value of it, and consider including this in her job description and addressing its impact on staff tasks. Look at in context of next annual staff evaluations.

Board Development
• Networking: consider strategic outreach to potential new Board members based on their connections to specific networks.
• Networking: consider sending Board members to specific events to increase Board networking.
• Consider reactivating Resist Speakers Bureau. Board Development decided not a priority for now, but all board members encouraged to represent and speak about Resist.
• Encourage Resist board members to participate in more meetings to network.
• Recruitment: Strategic Outreach, Interviews
• Board of Advisors
• General Board support and training
• Increased informal social opportunities for Board members

Executive/non-assigned
• Networking: consider ways in which Resist might network outside funding community, balancing the time and money required.
• Consider different forms of technical assistance, individualized trainings, or consultations.
• Use Resist's network of experienced activists to do intensive organizing trainings with grantees. This may also be done in conjunction with existing training programs.
APPENDIX 1:
Board Decisions Posted on Resist Web Site,
As of April 2003

12/10/00 Board Restructuring. The Board officers will now be cut back to three: a president, a Treasurer, and a Clerk. Section I. Officers of the Organization shall now read:
A) The organization shall have three officers: a president, Treasurer and Clerk.
B) All officers must be members of the Board of directors of the Organization.
C) The President and Treasurer shall be Board members not on the staff of the organization; the Clerk shall be a staff Board member.
D) The three officers shall be elected by the Board of directors to serve a minimum of two consecutive two-year terms.

E) Duties of the officers:
1) The President shall be a signatory to all legal documents pertaining to the organization, shall serve on the Executive Committee, and supervise specific activities of the organization as directed by the Board of Directors.
2) The Treasurer shall be responsible for oversight of the fiscal dimensions of the organization. The Treasurer shall serve on the Executive Committee.
3) The Clerk shall maintain records of all Executive Committee meetings, have signatory power for the organization as necessary and serve on the Executive Committee.

12/10/00 The Executive Committee role would be to handle immediate issues that arise. Personnel issues, however, are handled by the Personnel Committee first and then by the full board. This is not an attempt to create a decision-making body. This is an intermediate step only. Committees retain full decision and recommendation power.

Section II
A) The three officers of the organization, the President, Treasurer and Clerk, and a member-at-large selected by the Board shall comprise the Executive Committee. It shall meet as often as necessary, and establish its own rules of procedure.

Executive Committee role:
1) Ensure that the Board committees are fulfilling their roles and responsibilities.
2) Ensure that all Board decisions and policies are recorded, implemented and reviewed.
3) Ensure that the organization complies with all relevant state and federal regulations pursuant to its legal status.
4) Attend promptly to any concern brought to its attention by one or more Board members.
5) In matters of immediate concern, act on behalf of the Board of Directors, such action to be ratified, modified, or reversed by the Board at its next meeting; except in those cases where the Executive Committee's decision was not unanimous, in which case as many board members as possible will be polled immediately via e-mail, fax, or telephone with the decision resting on a majority vote.

The Board re-stated that Personnel Committee is composed of non-staff members.

12/10/00 Board Development Committee. The Board will pursue new board members for Resist.

12/10/00 Personnel Committee. Staff to receive a COLA. A bonus of $1,000 each to Carol and Robin. A bonus of $350 each to Jacquie and Amanda. Carol and Robin will not receive raises this year.

2/01 Grant Making. The Board voted to accept two Committee Recommendations:
a. To Raise the Grant Award to $3,000
b. Start-up funding
Organizations may receive start up funding if there is reason to believe that the group possesses the credibility, capacity and strategic thinking necessary to carry out their goals. Resist will give weight to areas that are important to the left, but are not currently being addressed by other organizations. Resist will be willing to take a risk on these groups, provided that there is a reasonable belief that the organization's work is important. All start up applicants must complete the Resist Grant Application and be currently eligible to receive grant awards under Resist's Funding Guidelines.
The Board requested that the Committee discuss Hank's recommendation that preference for start up funding would be given to historically under served geographic areas. The Board requested that the Committee decide whether this preference would be in the guidelines or just maintained as an internal policy.

Application Review

The Board endorsed the Committee's decision to review the grant Application and suggest changes.

2/4/01 Board Committees. The Board approved Section III-- Other Board Committees on Restructuring Recommendations:

A) Each committee shall have at least three members and at least one of them shall be a staff member, with the exception of the Personnel Committee.

B) Committee members shall serve for a minimum of two-year terms, which should be staggered whenever possible.

C) Each committee will elect its own chair, establish its own rules and procedures, and set the times, places, and frequencies of its meetings.

D) Each committee will keep minutes of its meetings and enclose copies thereof with the agenda announcing the next Board meeting.

E) The Board may establish ad hoc Committees as necessary.

F) The Committees and their Responsibilities:

1) The Board Development Committee shall analyze and evaluate the growth and development of the Board and its members, shall recruit new members thereto as needed and provide orientation and mentors for such members and convene an annual Board Retreat and Organizational Meeting.

2) Finance Committee. Description can remain as is now, except to delete "Meets quarterly"

3) The Fundraising Committee. Description can remain as it is now.

4) The Grants Committee. Description remains as it is now.

5) Personnel Committee. Description remains as it is now.

6. The Communications Committee shall be collectively responsible for all media efforts of the organization in general.

a. *There was some discussion that an ad-hoc committee should be formed on long range planning and should include some composition of the fundraising and grantmaking committees, and perhaps finance, to project some future planning in the two major aspects of Resist.

2/4/01 Election of Board Members.

Treasurer- Kate Cloud
At large- June Lee
Clerk- Robin Carton
President- Jorge Rogachevsky

4/1/01 Credit Cards. The Board voted to begin use of credit cards for pledges on an experimental basis and review success rate one year after implementation. At the June meeting there will be a draft letter to donors regarding credit card use for the Board to review. There will also be an implementation plan brought to the June meeting, including: statement of cost, who will be responsible for oversight, steps to implementation, plan for review.

4/1/01 Personnel. The Board accepted Jacque Bishop's resignation. Board and staff expressed their appreciation for her work and the initiatives she generated.

The Board unanimously voted to give Amanda Matos-Gonzalez permanent status.

4/1/01 Board Committees. The Committee on Restructuring will be given the responsibility of restructuring the role and function of the Personnel Committee.

6/3/01 Grant Making. The Board passed the Committee's proposal on 501(c)3 and 501(c)4 Funding

When an organization has both a 501(c)3 and 501(c)4 arm, Resist will consider funding the 501(c)3 activities if they are truly separate from the activities of the 501(c)4. Information to consider will include: does each arm raise its own funds independently; are there two separate sets of books kept; does one arm have control over the activities of the other; are there separate staff or board members; are the activities so intertwined that it would be unlikely that either group could operate independently.

Future issues the Board would like the Committee to consider:

- standards for revoking a multi-year grant;
- application status for a multi-year grantee after completion of the three years

6/3/01 Short Term Staffing Needs.
a. Resist shall hire a fund-raising consultant through the end of FY01 to address: implementation of the credit card program and electronic fund transfers, a subscription drive for the Newsletter, two fund-raising mailings (prospecting or house appeals), and certain aspects of the pledge program. Resist shall authorize expenditures of up to $25,000 (equivalent to the savings on Jacquie Bishop's salary and benefits) in order to address these needs. Such expenditures shall be reduced in the event that a consultant does not perform all the tasks itemized.

b. The Board shall authorize the Executive Committee to continue to address Resist's ad hoc staffing needs for the period of January through June 2002. The Executive Committee will revisit the short term staffing needs in October 2001 and prepare a budget for the Board's approval by the February 2002 Board meeting.

6/3/01 Evaluations. For September's evaluations, staff should engage in a peer supervision process— including submission of peer evaluation forms to the Board. The Board should designate a member (or members) who will act as a liaison (s) to the staff. Staff members will meet with the Board representative to "touch base" on current issues and seek input/advice. The Board liaison may be a member of the reconstituted Personnel Committee or another volunteer. September's staff raises should not be tied to the evaluation process.

6/3/01 Long Range Planning. The Long Range Planning Committee should create a framework for Resist to look at financial goals, political priorities (including utilizing a strategy of participatory evaluation) organizational issues. The LRPC should develop a series of recommendations for turning the analysis into specific actions by June of 2002.

6/3/01 Reconstitution of Personnel Committee. The committee shall be responsible for personnel policies, mentoring, liaison between staff and board, facilitator or grievances, oversight of orientation, and training of new staff.

8/12/01 Grantmaking. A. Renewal of Multi-Year Grants
The procedure will be as follows (based upon the Multi-Year Grant Guidelines and the Agreement signed by grantees):

a. Review submission of Progress Report

b. Determine if grantee is conducting the work outlined in the proposal submitted and approved for funding

c. Review financial records and accounts provided by grantee

d. Approve any requests for modifications or changes if the grantee finds substantial progress cannot be made on the project as planned

Grants may be terminated if:

a. The grantee makes grant expenditures which are not permitted under the terms of this Grant Agreement

b. The grantee is no longer eligible to receive awards under Resist's Funding Guidelines (e.g. budget over $125,000; grantee has changed focus of work, etc.)

c. The grantee is unable to conduct the work outlined in the proposal submitted and approved for funding (and there has been no request for modification or changes)

d. The grantee participates or intervenes in any political campaign on behalf of any candidate for public office, which will then pose a threat to the tax exempt status of Resist.

e. The grantee re-grants funds to any individuals or groups

f. Resist is unable to raise sufficient funds to cover its projected expenses

B. Expiration of Multi-Year Grants

In order to encourage stability and to reward good long term organizing efforts, multi-year grantees are allowed to re-apply for consideration of three consecutive multi-year grants.

The Long Range Planning Committee will facilitate a discussion regarding the grantee status of a group after it has received its third multi-year grant.

8/12/01 Interim Staffing. Resist shall hire an interim staffing person, who tasks will include: Grant-making (data entry, outreach, reference checking), General Office (correspondence, library upkeep, phones, accounts payable), Other (data entry, web site management, and depending on experience fundraising and editorial work). The interim staff person shall initially attend Resist board meetings as a non-voting staff member. In February, the interim staff position will be considered for permanent voting membership on the Board of directors, under the same policy and procedures applied
to all Board members. The contract will have a specific end point of September 1, 2002.

8/12/01 **New Board Member Prospects.** The Board voted to confirm the candidacy of Abby Scher.

8/12/01 **Personnel.** Amanda Matos Gonzalez is leaving the staff of Resist to pursue full time schooling, she will move to the Board of Advisors.

10/14/01 **Grantmaking.** Add an additional $40,000 to the grantmaking budget for the year, This will increase the 2001 allocation budget to $300,000. Spend $45,000 this cycle and $35,000 in December. If the allocation total exceeds $45,000, reduce all grants equally.

12/9/01 **Finances.** Authorize Robin as Clerk to sell currently held stocks under advisement from Nancy Evans, Schwab representative and re-invest the proceeds from the sale.

12/9/01 **Finances.** Authorize an email polling of the Board for required corporate resolutions on investments.

12/9/01 **Long-Range Planning.** The Long-Range Planning process will end in October 2002 rather than June 2002. The following schedule will be adopted to address this issue:

- February: Communication and Trust (Executive Committee)
- April: Staffing (Personnel Issues)
- June: Grants (Grants Committee)
- August: Board Tasks and Territory (Board Development Committee)
- October: Fundraising (Fundraising Committee)

12/9/01 **Long-Range Planning.** The Grants discussion in June will include program (outreach, newsletter, website) and add more outreach items for Board members to the August discussion.

2/3/02 **Long-Range Planning.** The second half of the Trust and Communication discussion will take place at the April meeting. The Executive Committee will think about how to restructure the rest of the discussion.

2/3/02 **Executive Committee.** Nancy Wechsler will join the Executive Committee to fill the space absented by June's resignation.

2/3/02 **Finances.** The Budget presented by the Finance Committee was approved.

2/3/02 **Finances.** The Finance Committee will come up with a series of meeting dates to discuss the budget process. These meetings will be at Board Meetings if Hank, Jorge, and Abby would like to attend.

4/7/02 **Board Development.** Becca will be given Board status as a voting member during her tenure as a staff person.

4/7/02 **Board Officers.** Pam will join the Executive Committee and Wee will be appointed Treasurer. Both positions will stand until a new Executive Committee is elected in October.

4/7/02 **Long Range Planning.** The notes of the 4/7 Board discussion on trust and communication will be referred to the Executive Committee to sort and prioritize and assign some immediate priorities to committees and refer structural concerns to Long-range Planning Committee to incorporate into planning process. The Executive Committee will bring back a report of its plan to the Board.

4/7/02 **Board Development.** The Board will consider a proposal from the Board Development Committee to incorporate good Board prospects who cannot be immediately asked to join the Board due to the diversity policy. The committee will develop a procedure whereby such candidates be invited to join board some committees, which could include: Communications, Finance, Fundraising.

6/2/02 **Long Range Planning.** Board voted to accept the Executive Committee overview as a charge to committees and for proposals as to how to implement. The committees will announce their agendas at upcoming meetings to solicit input.

6/2/02 **Staff.** The Board voted to extend Becca's contract until August 31, 2003, provide benefits of full-time employee (particularly retirement match), utilize the same job description (subject to revision)

6/2/02 **Long Range Planning.** Board voted to keep the August meeting as scheduled (program discussion), knowing that the board may need to carry conversation forwards into October. The Long Range Planning Committee can meet to discuss how to carry the idea forwards. The LRPC will talk with the Grants Committee and Executive Committee.
6/2/02 **Long Range Planning.** Board voted to accept the Long Range Planning Committee's survey with Kay's revisions. It will be sent out with the June Newsletter.

8/9/02 **Communications Committee.** Board voted unanimously to proceed as proposed by the committee to set up a password-protected Web site for Resist board materials which will hold archives (meeting minutes, approved documents, etc.), including the possibility of spending up to $800.

8/9/02 **Board Development.** Board voted unanimously to implement two proposed procedures: 1. To approve minutes of a board meeting at the beginning of the following meeting, with most comments made in the interim; and 2. To sum up decisions made during business section of the meeting before beginning the grants discussion; to sum up grants section at end of meeting; and to reflect on the meeting process at each of those points.

8/9/02 **Executive Committee.** Board voted unanimously to approve Pam Chamberlain as Treasurer. Motion approved (6 for; 1 abstention) that the Executive Committee sets the agenda for Board meetings.

8/2/02 **Long Range Planning.** Board approved (5 for; 2 abstentions) that one person take responsibility for articulating (or getting someone else to articulate) each model [of staff structure] in time to reach board members in one month. At the next board meeting, we will discuss and vote. Models include: Executive Director, Staff Coordinator, Staff Collective, to be written by Jorge, Hank and Carol respectively.

10/6/02 **Board Development.** Board unanimously accepted Nikhil Aziz and Leila Farsakh as new Board members. Eileen Bolinsky tendered her resignation. Nancy Wechsler and Jorge Rogachevsky resigned at the meeting.

10/6/02 **Finance Committee.** Board approved corporate resolution necessary to receive stock from Montgomery Janey Scott agency. 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.

10/6/02 **Board Officers.** The following slate of candidates submitted their names to the Board for election: Marc Miller for President, Pam Chamberlain for Treasurer, Hank Rosemont for At-large, and Becca Howes-Mischel for Clerk. The Board voted to approve all candidates.

12/8/02 **Minutes from August 2002 meeting approved.** Board voted that the Executive Committee would take a look at the October 2002 minutes and revisions and decide next steps.

12/8/02 **Finance Committee.** Board approved budget for 2003.

12/8/02 **Personnel.** Board voted that the Personnel Committee will take lead for this upcoming [staff] evaluation for 2002 (not for future). The Board voted that evaluations will be done for the April Meeting. Marc Miller will join the process of staff evaluations. The Board approved the proposal that the existing evaluation forms be used for this evaluation and reviewed before the next cycle.

12/8/02 **Grant Committee.** The Board voted to approve the new Grant Application Form with the friendly amendments.

2/9/03 **Minutes from October 2002 and December 2002 board meetings approved unanimously.**

2/9/03 **Finance Committee.** Approved unanimously that Resist should not invest in mutual funds with holdings in World Bank bonds or directly in World Bank bonds.

2/9/03 **Endorsements.** Discussed whether Resist should endorse Bankbusters' campaign to ask Somerville to sign on to the World Bank bond boycott. Move to table approved unanimously. Executive Committee will take up question of how Resist should create (or revise) an endorsement policy.

2/9/03 **Fund Raising.** Approved unanimously that Carol will provide each board member with draft cover letter and 10 packets of information about Resist for board members to try to send to friends and colleagues to interest them in donating.

2/9/03 **Hiring Committee.** Board formed an ad hoc Hiring Committee: Leila Farsakh, Marc Miller and Carol Schachet.

2/9/03 **Sense of meeting in favor of continuing co-meeting of LRPC and EC until current LRP process ends, at which time LRP becomes a function of the EC.** Approved unanimously. Will come to next board meeting for final approval as a major decision.
4/6/03 Approved February Board meeting minutes.

4/6/03 Insurance. Board voted unanimous to get indemnification insurance. Robin will check into options.

4/6/03 Staff Structure. Board voted unanimously to table discussion until the Board decides to revisit it.

4/6/03 Committee Structure. Board voted unanimously to continue co-meetings of Exec. Comm. and Long Range Planning until end of the current LR process, then for Exec. Comm. to have long-term responsibility for ensuring long-term planning takes place.

4/6/03 Finance Committee. Unanimously approved to set base pay for new hire at $34,000-$40,000, depending on experience, with no change to current staff salary.

4/6/03 Executive Committee. Proposed to accept staff-drafted endorsement policy. Approved unanimously. Staff Endorsement Proposal: The staff will be empowered to endorse events if those events fulfill these criteria: • The event would otherwise fit RESIST's funding guidelines, excluding budgetary constraints and one-time only restrictions; • The event would be movement-building and represents a coalition or collaboration of issues focused organizations; • The event has a social change focus (versus social service or educational emphasis); • The event contains a significant response to US domestic or foreign policy. Any sponsorship that requires more than $100 would go to the Executive Committee. If the staff cannot reach consensus, the request would go to the Executive Committee.
APPENDIX 2:
October 14, 2001, Retreat Minutes, Blairhaven Retreat Center

1. Reactions to analysis of 9/11
Board members chose a statement from a compiled list (see attached) and responded with their own reactions to the events of September 11th and the following military actions.

2. Discussion of Board Member Goals for Retreat
Eileen: long range plan for where Resist is going
Wec: feelings regarding issues raised in questionnaire -- clarify
Carol: clarify regarding Resist's mission, community building
Jorge: long range plan, clarity of mission
Robin: clarity, community, commitment
Ty: Ain't what you don't know what hurts youBit's what you do know that ain't so (code words)
June: decision making (make some)
Becca: intro to Resist
Abby: intro to Resist, issues regarding structural change
Marc: a little bit on many issues, how 9-11 does/doesn't affect mission/[Resist's] place in the world
Kate: Resist as a center B how Resist engages in leadership
Kay: clarity of mission, planning for Long Range Planning Committee (LRPC), decision and commitment to make space for political discussion in on-going way
Pam: clarify, accomplish something; decisions, outcome to provide leadership; must have political discussion

3. Working Agreements/Ground Rules
- Consensus-based model
- Listen carefully and be open to different ideas
- Avoid changing mind simply to avoid conflict
- Don't vote or "horse trade"
- Welcome differences of opinion
- Reached consensus when:
  - Your point of view has been fully heard and considered
  - You have considered everyone else's point of view
  - You can "live" with the decision and support it
  - Build on what others say instead of repeating it
  - These rules for today; resist has not changed decision-making for grants and board meetings

4. Time line
Carol reviewed the Resist time line which was originally created at the 1997 retreat.
At some point it might be a good idea to highlight a selection of groups that have been funded over the years.
Comment: Does funding follow movements or is it in the vanguard? Is it appropriate for funders to lead or does it raise power issues?

Issues arising:
- Connections to world struggle
- Getting arrested (here) not a high-risk activity
- Similar struggles/actions abroad have greater risk
- "Call to resist illegitimate authority" still a viable document
- Words still resonate with younger contemporary activists
- Different connections based on generation
- Raised question regarding who is missing [today]
- Earlier years were more crowded with information
- Personal stories are part of the historical archives
- Organizations rise and disappear
- Change can be good
- "Big bang" theory of the movement
- ... Or many movements simultaneously
Summary of Long-Range Planning Process

September 2003

- Movement encompassed friends, lovers, community
- Different communities view history [differently]... E.g. Anti-racism work leads to training of anti-war movements
- Ruling class appears to have overcome vietnam war experience (where to start now)
- With time, events are given more historical "value"
- Struggle over media/communication
- How to avoid preaching to the converted
- Youth organizing
- Miss older generation of founders
- [their] knowledge/experience
- Founders were national leaders of movement

5. Overview of Strategic Planning:
- See Fogg organizational model sheets, etc. (attached)
- Strengths, Weaknesses, Opportunities, Threats (SWOTs)
- Definitions of terms

6. Goals/Broad Outcome:
Mohan: support broad social change from grassroots and oppose injustice
Jorge: fund progressive organizations but no clear definition of outcome
Wee: newsletter is part of mission, an articulation of politics
Ty: where do assumptions come from

Strategy:
Ty: funding, newsletter and relationships developed; funding, education, movement building

Tactics:
grantmaking, newsletter, activists (conference, tabling, workshops), board roles, retreat

Objectives:
measurable milestones

7. Political Mapping
See attachments
Group 1. Microcosm of state of the left; no matter where live in world, the US plays a central role; central role of US and viability of progressive movement to affect it;
- when World Trade Center collapsed it left a big hole--what fills it?
- WTC represents US dominance
- peace movement, liberation/armed resistance, capitalism--will one of these fill it?

Group 2. see chart

Group 3. popular struggle:
- progressive movements and struggles that give encouragement
- don't spring up but arise out of common denominator (see chart)
- lid has to be on to generate enough heat to enable the kernels to force the top off

8. Philanthropic Map
1. Who are the progressive funders and what are they doing?
2. How does Resist define community of foundations that Resist operates within
3. Who leads? Funders or grantees? Power dynamic
4. To what extent is movement support coming from foundations or individuals?
5. Where is the money coming from and how much is there?
6. What's not getting funded?
7. What is getting funded?
8. Social entrepreneurship funding and venture philanthropy
Is there a relationship between them?

Some progressive funders are: Veatch; Haymarket; New World; Funding Exchange; Public Welfare; Tides; PDF; Schott; AJ Muste; Mott; Ben & Jerry's; Astraea; Discount; Beldon; Benton; NY Foundation; Boston Foundation; [general] community foundations; [general] family foundations; Soros; Ford; Rockefeller; Casey; Kellogg

Questions to consider:
- What defines community of interest?
- interest in upsetting the status quo (redefining)
- social change not social peace is fundamental
- addressing root causes of injustice
- support constituency leadership and organizing
- redefining rather than upsetting status quo
- redirection to addressing root causes of injustice
• shifting power
• does Resist exclude funders that don't have anti-capitalist analysis?
• what is purpose in defining [our] allies?
• series of concentric circles
• strategic relationships and long haul
• tactical relationships
• case by case
• Resist is a political organization, not just a philanthropic organization

What is funded: (brief discussion)
• organizational development for staffed organizations
• academic research
• conferences
• non-organizing
• service delivery
• human rights work in other countries
• youth (?)
• anti-prison
• traditional services

What's under-funded:
• tenant organizing
• community based research
• progressive electoral activities
• service delivery
• anti-globalization movement
• anti-sweatshop
• union democracy
• union organizing
• US-based human rights work
• youth
• anti-war/anti-military
• criminal justice
• alternative media
• environmental racism, anti-corporate environmental action
• cross-border solidarity
• left think tanks
• groups that don't know how to apply for funding
• groups with language barriers/differences
• groups that don't use left lingo/ not culturally sophisticated
• groups not in large urban areas

• health equity movements

Who leads: funders or grantees? Currently at Resist:
• grantees lead
• [we] don't impose our rules
• Resist is part of movement and works to identify [movement's] needs
• encourage groups engaged in under-funded work to apply for funding
• leadership is construed as an issue of power
• Resist has power based on money
• sets criteria and encourages subset of activism
• folks are not changing their mission to get Resist funding
• exercises leadership in context
• grant awards and issues emphasized in Newsletter
• this is an exercise of Resist's leadership in the movement
• people listen
• principled stances
• making connections and actual influence
• -cross-issue principles: does it work?
• -leadership in philanthropic movements
• -is leadership overall/political role

What should Resist's model be?

Mission priorities
Purpose }

Long Range Goals: Impact Values
Assumptions
• Five year plan (plan to plan)
• concrete, measurable goals (objectives)
• where are we now and where do we want to be in 5 years?
• what's working/not working?
• get a Board that reflects groups and interests/values/goals/purposes of Resist

Results from interviews (see chart)

Vision: people wanted to get an idea of political environment

Mission: why does Resist exist? where does Resist fit in? what's the role?

Assessment:
external: how do grantees evaluate and assess Resist (not a lot of interest)
Summary of Long-Range Planning Process

September 2003

Strategy: funding is great; education and outreach; Support coalition and movement building, funding vs. educational outreach

Programs/Tactics: grantmaking; size of grants: increase slowly is majority view, - needs driven is minority view

Other issues:
- organizational/management issues:
- structure of supervision
- staff hiring and retention
- board recruitment (members, diversity, specific skills)
- financial management/fundraising
- meeting short/long term financial needs
- diversity
- political, racial, age, gender [really?]
- Trust/communication:
- really heavy
- transparency/accountability
- moving forward from transition
- appreciation of work that is done
- -long range planning
- facilitated process
- internal vs external

9. Current Mission

Assumption

Pam: impact on grantees, impact elsewhere
- e.g. through the newsletter
- define mission broadly so not just funding
- to include support and encouragement of movement-building activities

Carol: purpose:
bring about world based in justice and equity (rather than injustice); main method by funding small grassroots groups doing social change and communicating through newsletter and website

Jorge: movement building:
movements we build are in same set of people who move around; more focus on broader outreach; reach into other layers of US society; groups with strategies that move beyond an activist base; incorporate other sectors not already incorporated; help to define what "movement building" means

Marc: take word "building" seriously; participatory and economic democracy are needed in groups to be funded

Kate: organizing: reaching out to those beyond the converted

Robin: remains committed to a larger vision for organizations; organizations which see themselves as part of a movement

Pam: Resist exists to help create a world based on justice and equity

10. Strengths/Weaknesses -- What’s working/not working

Jorge: Resist works out of anarchist model. At a point where it is not method that will help grow. need to change organizational structure and fundraising

Ty: assumption made that "everybody against capitalism is on the side of angels" doesn't play out in real world; issues around people of color participation in organization

Eileen: What do you see as "anarchist" that's not working? Ty said board diversity. Where are the specifics?

Jorge: fund what comes in. No strategies that say this is where to put [Resist's] limited resources. No discussions on how groups co-operate and discuss issues. Organizational structure B Resist just had a problem with supervision and assessment [of staff]. No Personnel Committee exists. Needs to be more structure to carry out goals.

Ty: Credit card donations. Size of groups B assumptions that change will come from all over.

Pam: Grant program functions. People apply and we give out money. Trouble staffing to meet organizational goals and mission.

Jorge: supervision/mentorship of staff is weak

Marc: Resist has success; issues are because of success. Staff and board have too much to do. Board meetings: policy issues and grant review. Adding more members doesn’t lessen the work. Should Resist give fewer grants and more money? Need to make some kinds of changes.

Wec: grow in what direction? Do [we] want to grow?

Carol: strength in committee structure, consistent board participation. Weaknesses: board re-does the work of the committees (relates to committee authority)
Eileen: Resist has grown - is a strength (have more money and give away more)
Jorge: done some diversifying of the board. Not enough of a programmatic focus to grant-giving. Don't define kinds of organizations and purposes for outcomes. Need to hold grantees accountable to outcomes.
Abby: not pro-active in identifying and solving movement problems across movement; size of groups that are supported
Kay: staff: committed, knowledgeable, longevity. Board: longevity. All have learned a lot.
Carol: reputation in progressive community, donors, grantees. Terrific group of donors. Donors are aging and we are losing some.
Pam: clear on critical issues. Hard time resolving them. Perception that exist without solving issues.

Priority issues:
- staffing structure: personnel policy, supervision/mentoring, accountability
- grantmaking: details (size, growth), programmatic focus, proactive response
- trust/communication: closure
- Board: overworked, structure/development, strengthen/support, roles, diversity
- committees: relation to staff, advisory board, accountability
- fundraising strategy: old donors, board involvement, loss of assets (drop in market)
- mission statement
- resource allocation
- role in coalitions
- amount of program/administrative costs

11. Opportunities/Threats

Staffing Opportunities
- Another person with different skills, history, knowledge
- General recognition this is a critical issue
- Will to do it
- Improve working conditions of staff
- Get involved in Personnel Committee, finish the policies
- Better relationship between staff and Board
- More effective Board involvement
- Resolve growth trends and staffing

Staffing Threats
- Forces the question of integrating a new person in;
- If they don't do well burns out current staff or lose new staff
- Personnel policies and staffing are divisive
- Could destabilize the organization
- Power control and turf could be divisive

Fundraising Opportunities
- move money out of market
- donor base at highest earning point in lives
- planned giving
- web site as means for fundraising
- credit cards
- figure out fundraising strategies
- have a money manager on staff
- find positive ways to involve board members in fundraising
- political climate

Grantmaking Opportunities
- increase impact through changes
- be more visible in current movements
- link more grantees through web page and networking

Board Opportunities:
- decrease stress and workload
- new energy, ideas, perspectives from new people, reinvigorated "old" people
- challenge assumptions about who would make a good board member (relates to diversity)
- better outreach, funding, decision-making
- happier more effective staff

Trust/Communication Opportunities:
- increase optimism of working towards vision
- decrease unnecessary conflict
- happiness
- enhance effectiveness in other areas
- drafting mission statement:
- response to requests
- keep directed
- clarify goals
• inform decisions
• set parameters and expectations

**Resource Opportunities:**
• outreach to wider range of activities
• greater impact
• facilitates fundraising

**Fundraising Threats:**
• losing assets in declining stock market
• not having manager threatens the development of assets
• becoming big-donor driven
• board members leave if have to do fundraising
• political climate

**Grantmaking Threats:**
• lose unique status by changing what Resist does
• if fundraising not correlated to grants, makes for overspending
• if don't do anything to grantmaking, may decrease impact

**Board Threats:**
• if don't change workload people resign exhausted
• organizational viability if Board can't resolve issues or recruit new members

**Trust/Communication Threats:**
• completely avoid and ignore conflict
• unable to resolve conflict, so organization dissolves
• drafting mission statement:

• rigid thinking
• inflexibility
• shut out interesting things
• can take a lot of time, thus be divisive
• rapidly changing world; relates to irrelevance, losing focus

**Resource Allocation Threats:**
• respond to requests rigid thinking
• keep directed inflexible
• clarify goals shut out interesting things
• inform decisions can take a lot of time and be divisive
• set parameters for expectations
• rapidly changing world
• threat of irrelevance or losing focus

12. **Decisions:**
A. At the December meeting, the LRPC will provide a report on the survey and a proposal of issue priorities and a time line for the discussion
B. The Board will discuss, make changes, and approve this proposal at the December meeting
C. At each subsequent meeting, the Board will discuss the particular issue(s) based on the approved proposal, and set goals and strategies (long term and short term) and the next steps to be taken.
Appendix 3:  
External Survey Report and Summary of Written Comments  
Attached

Appendix 4:  
Board Survey  
Attached
Resist Community Survey
2002

Preliminary results of the Long Range Planning Survey
Who responded to this survey?

- **725 surveys returned** (699 original surveys; 26 secondary surveys)
  - an overall 11% return rate; 11% return rate for the original survey, 7% return rate for the secondary survey)

  - **542 donors**
  - **69 grantees**
  - **39 donor/grantees**
  - **22 organizations**
  - **5 “Other”**
  - **3 foundations**

- **Donors:**
  - Average number of years as a donor: 10 years
  - Median number of years as a donor: 9 years
  - Length of time as a donor ranged from 1-35 years

- **Grantees:**
  - Average number of years as a grantee: 3 years
  - Median number of years as a grantee: 2 years
  - Length of time as a grantee ranged from 1-16 years*

  *caveat- we did not ask the specific years in which they were grantees
Grantees evaluate Resist:

<table>
<thead>
<tr>
<th>Application process:</th>
<th>Frequency of Grant Cycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very not helpful: 1%</td>
<td>Very not helpful: 1%</td>
</tr>
<tr>
<td>Not Helpful: 3%</td>
<td>Not Helpful: 1%</td>
</tr>
<tr>
<td>Neutral: 6%</td>
<td>Neutral: 4%</td>
</tr>
<tr>
<td>Good: 40%</td>
<td>Good: 29%</td>
</tr>
<tr>
<td>Excellent: 50%</td>
<td>Excellent: 65%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Staff Helpfulness:</th>
<th>Award Amount:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very not helpful: 0%</td>
<td>Very not helpful: 1%</td>
</tr>
<tr>
<td>Not Helpful: 2%</td>
<td>Not Helpful: 9%</td>
</tr>
<tr>
<td>Neutral: 4%</td>
<td>Neutral: 27%</td>
</tr>
<tr>
<td>Good: 30%</td>
<td>Good: 27%</td>
</tr>
<tr>
<td>Excellent: 63%</td>
<td>Excellent: 35%</td>
</tr>
</tbody>
</table>

-90% of respondents rated Resist’s application process, Staff helpfulness and grant frequency as either “Good” or “Excellent”

-There is a relatively even distribution for Award Amount between a neutral and positive rating
Why Donors give to Resist:

"I agree with Resist’s politics":
Very much disagree: <1%
Disagree: <1%
Neutral: 4%
Agree: 19%
Very much agree: 77%

"I want to receive the Newsletter":
Very much disagree: 10%
Disagree: 13%
Neutral: 22%
Agree: 16%
Very much agree: 39%

"I want to fund small groups":
Very much disagree: 1%
Disagree: 1%
Neutral: 9%
Agree: 19%
Very much agree: 70%

"I trust your judgment on who to fund":
Very much disagree: 1%
Disagree: 1%
Neutral: 9%
Agree: 19%
Very much agree: 70%

- About 90% of people give to Resist because they believe in Resist’s political vision and/or Resist’s funding mission for small grassroots organizations.

- Donors trust the organization’s judgment in finding worthy grassroots organizations for funding.
- While a majority of donors give to Resist so that they receive the Newsletter, it would seem not to the same degree as the political or grant-making aspect.
Views on the *Newsletter*

"It should come out less often":
- Very much disagree: 25%
- Disagree: 13%
- Neutral: 24%
- Agree: 19%
- Very much agree: 19%

"I read it for its political analysis":
- Very much disagree: 4%
- Disagree: 10%
- Neutral: 20%
- Agree: 31%
- Very much agree: 35%

"I read it to learn about grantees":
- Very much disagree: 7%
- Disagree: 17%
- Neutral: 26%
- Agree: 32%
- Very much agree: 17%

"The quality of articles is excellent":
- Very much disagree: 1%
- Disagree: 3%
- Neutral: 19%
- Agree: 41%
- Very much agree: 37%
Views on the Newsletter (Continued)

"I find the information useful in my political work":
   Very much disagree: 9%
   Disagree: 15%
   Neutral: 27%
   Agree: 27%
   Very much agree: 22%

"The Newsletter encourages me to give to Resist":
   Very much disagree: 6%
   Disagree: 8%
   Neutral: 18%
   Agree: 36%
   Very much agree: 32%

"The length is just right":
   Much shorter: 2%
   Shorter: 7%
   Remain the same: 60%
   Longer: 19%
   Much longer: 12%

-Donors are pretty much spread across the spectrum in regards to timing of the Newsletter.
-Donors read the Newsletter for many reasons- more for the political analysis than for the grantees
-Donors find the quality of the articles on the good end of the spectrum
-Donors feel for the most part that the length should remain the same
Use of the Website

623 of those responding have never seen our website (or 86% of the respondents)

Of those 102 who have looked at it, 62 are grantees (62%)

"It provides useful grant information":
  Very much disagree: 3%
  Disagree: 2%
  Neutral: 16%
  Agree: 28%
  Very much agree: 51%

"It provides useful political information":
  Very much disagree: 10%
  Disagree: 10%
  Neutral: 31%
  Agree: 27%
  Very much agree: 22%

"I refer people to the website":
  Very much disagree: 29%
  Disagree: 10%
  Neutral: 22%
  Agree: 21%
  Very much agree: 17%

"I would like to see more about other funding sources":
  Very much disagree: 7%
  Disagree: 8%
  Neutral: 27%
  Agree: 24%
  Very much agree: 34%

"I would like to see more political analysis":
  Very much disagree: 8%
  Disagree: 15%
  Neutral: 27%
  Agree: 19%
  Very much agree: 31%
Resist Responds.....

To current political events:
- Very poorly: 1%
- Poorly: 3%
- Fine: 16%
- Well: 40%
- Very well: 40%

The needs of grassroots organizations
- Very poorly: 0%
- Poorly: 2%
- Fine: 7%
- Well: 37%
- Very well: 54%

The needs and interests of contributors
- Very poorly: 0%
- Poorly: 1%
- Fine: 26%
- Well: 38%
- Very well: 35%

Long-term social change:
- Very poorly: 1%
- Poorly: 1%
- Fine: 9%
- Well: 19%
- Very well: 70%
New directions.....

Organizing conferences
- Very much disagree: 19%
- Disagree: 17%
- Neutral: 29%
- Agree: 19%
- Very much agree: 15%

Advocating within the progressive philanthropic community
- Very much disagree: 3%
- Disagree: 4%
- Neutral: 19%
- Agree: 32%
- Very much agree: 42%

Assisting grantees with organizational development
- Very much disagree: 3%
- Disagree: 4%
- Neutral: 19%
- Agree: 34%
- Very much agree: 40%

Initiate progressive political discourse, endorse positions
- Very much disagree: 10%
- Disagree: 11%
- Neutral: 18%
- Agree: 26%
- Very much agree: 35%
<table>
<thead>
<tr>
<th>Relationship</th>
<th>Relationship 2</th>
<th>Donorcom</th>
</tr>
</thead>
<tbody>
<tr>
<td>Un-disclosed</td>
<td></td>
<td>Because Noam Chomsky introduced us.</td>
</tr>
</tbody>
</table>

**Donor**

- Environmental justice and globalization are the most crucial issues. View sexism/ racism/ patriarchy issues as more divisive.
- Too many small, short term grants. What impact of the grants?
- I give to a variety of organizations with the hope that someone somewhere might come up with some social change that will reduce the economic gap between the rich and the poor—this will require a substantially different economic system.
- It's the only way I know of to get my money to really small, community based groups working for social change.
- I found out about Resist in the Vietnam Era, riding the buses from Philly to DC to demonstrate—long time donor.
- I enjoy the Newsletter but that is not why I give.
- I trust Noam Chomsky and the content of the Resist Newsletter has nothing in it to alter that trust.
- I often find out about groups doing work around an issues through the Newsletter (except when I go to conferences etc.) Sometimes I am more aware of organizations in other countries than in the US. Ways to contact groups is important to me also.
- The best thing about giving to Resist is fact that my money goes to small groups that can do a lot with a modest amount that of funding. I trust Resist's ability to find, research, and check up on suitable grantees. You do a great job!
- Resist's experience may be the expected to give a high level of confidence in its judgement regarding awards.
- It's a freedom from can't that I most appreciate and that inspires my trust.
- To keep democracy alive.
- Mostly because the money goes to grassroots groups.
- We believe in the ideal of activism in order that our democracy (what's left of it), and the Bill of Rights will continue to live on through our children.
- I'm a resister too. I am the main funder and the incorporator (in PA) of the Justice lobby. I expect to request your one-time (hopefully) support soon.
<table>
<thead>
<tr>
<th>Why Respondents Give to Resist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Range Planning Survey</td>
</tr>
<tr>
<td>2002</td>
</tr>
</tbody>
</table>

<p>| Trusts judgement on who to fund but that is not the reason gives to Resist |
| I like the idea of a leftwing community chest. |
| I like your politics of inclusion, you see the broad picture. |
| Many and varied voices are needed. |
| I don't agree with your focus on identity politics, however, and I'm a queer man. One result is often lessening of attention to economic issues which impact relatively poor whites and yes, even, men. Furthermore, an identified ego is inherently for sale. |
| Small progressive funders are much more likely to resist being coopted. |
| I support radical organizing - you are the connection. |
| I support Resist because it's politics generally are consistant with my views and because it funds activists- the old teach a guy to fish rather than handing him one thing. |
| Like yourself, my retirement (A New Beginning) goal is to do my best in making this world a better place in which to live. You help me do this! |
| Resist is a convenient way for my political/social donations to be distributed |
| Like the &quot;UGF&quot; of the Left concept. |
| Grassroots! |
| I want to promote grassroots organizing. Give the people a &quot;voice&quot; and document what they have said. |
| Unfortunately, due to Bushwacking, I cannot afford any large donations. |
| I feel helpless to do very much about the direction of this country (and, indeed most of the world) is moving- Resist gives me a sense that there are some individuals/groups who are fighting the fight for me. |
| The Newsletter is fine, but I would donate even without it! |
| Support to small progressive organizations is the primary reason I support Resist. |
| Because I value the judgement of the staff and board and I can't keep up with all of the grassroots groups out there- yet I want to support grassroots |
| I like the broad sweep of your work, and especially value your support of anti-racist organizing. |
| I have in the past always managed to support my beliefs- now it is a real struggle. |
| I love the mentality of resistance to the prevailing norm |
| I distrust large liberal organizations that rely on politicians and lobbyists |</p>
<table>
<thead>
<tr>
<th>Reason for Donating</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>I support Resist because it funds grassroots, radical organizing, not merely 501c3 bureaucracies.</td>
<td>I am interested in supporting ant-war, civil rights, and progressive &quot;grassroots&quot; political organizing. My only mild criticism would perhaps be a bit too much preoccupation with gay-lesbian issues.</td>
</tr>
<tr>
<td>You're funding radical, even revolutionary social change work. I feel it's important to support advocacy and direct service too, but you're finding groups that build for the long term.</td>
<td>Change starts at the grassroots. All politics is local</td>
</tr>
<tr>
<td>I like the way you choose to spend the money, and the way you write about these things</td>
<td>I like the way you choose to spend the money, and the way you write about these things</td>
</tr>
<tr>
<td>I like to give Resist money because you fund more activist folks.</td>
<td>Size of the group is much less important to me than whether they are doing creative and/or effective organizing, and whether their politics are radical yet non-sectarian and open-minded</td>
</tr>
<tr>
<td>Off hand I don't recall disagreeing with any of your choices for whom to fund. Many of them I've never heard of before, but they sound good.</td>
<td>Wonderful work for many years, thank you.</td>
</tr>
<tr>
<td>I judge your group to be one of the most effective progressive organizations I have encountered. Please do not allow your efforts to diminish; there is never been a time when you are so needed.</td>
<td>4 on &quot;I trust your judgement&quot; is a pretty high rating considering that I don't totally trust my own judgement either!</td>
</tr>
<tr>
<td>I want to help others like me change the system.</td>
<td>I want to help others like me change the system.</td>
</tr>
<tr>
<td>I worked for Adlai Stevenson, Hubert Humphry, and George McGovern</td>
<td>I worked for Adlai Stevenson, Hubert Humphry, and George McGovern</td>
</tr>
<tr>
<td>I'm pro-life. I see no difference between killing someone by handguns or by nuclear weapons, or by abortion. All of these are unacceptable.</td>
<td>I'm pro-life. I see no difference between killing someone by handguns or by nuclear weapons, or by abortion. All of these are unacceptable.</td>
</tr>
<tr>
<td>I think it is important to support small grass-roots organizations with seed money</td>
<td>I think it is important to support small grass-roots organizations with seed money</td>
</tr>
<tr>
<td>I can't begin to evaluate the many groups crying out for funding. Thanks for doing some of this for me.</td>
<td>I can't begin to evaluate the many groups crying out for funding. Thanks for doing some of this for me.</td>
</tr>
<tr>
<td>You are for people, not greedy corporations.</td>
<td>You are for people, not greedy corporations.</td>
</tr>
<tr>
<td>People and groups that I respect give two thumbs up for Resist..... I support Resist! My two heroes (Paul Glover and Bruce Gagnon) have been your grantees.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td>I see it as a good social investment opportunity. I don't personally agree with 100% of every grantee's perspective, but that's good. I think it is very healthy for the Left to encourage a wide range of ideas and action, and Resist provides a great oppo</td>
<td></td>
</tr>
<tr>
<td>I choose to support Resist because I want to learn more about radical positions in politics even though I can see the limitations of ideologies when they come articles of faith or when they are more important than the people who participate in the work.</td>
<td></td>
</tr>
<tr>
<td>I also wish you could coordinate some national actions to Resist government.</td>
<td></td>
</tr>
<tr>
<td>We must support all groups that attempt to oppose and obstruct the onslaught of worldwide corporate capitalism.</td>
<td></td>
</tr>
<tr>
<td>I believe everyone should have equal rights, but no group should be privileged above others. Affirmative action has probably given more votes to the Republicans than any other reason. Making enemies of white males is just plain stupid.</td>
<td></td>
</tr>
<tr>
<td>The Newsletter is nice, but not the main reason I give.</td>
<td></td>
</tr>
<tr>
<td>Especially for your support of Palestinian and Native American struggles. My original intent about Resist was to be able to cut down on separate organizational contributions and give to one over-all. It hasn't worked that way, so my Resist contributions</td>
<td></td>
</tr>
<tr>
<td>I love the breadth of who you fund (geographic, issue) and the prominence of racial justice and anti-racist work funded. The Newsletter is terrific.</td>
<td></td>
</tr>
<tr>
<td>Appreciate your commitment to women's groups, especially women of color.....</td>
<td></td>
</tr>
<tr>
<td>We give once a year. We don't need all issues of the Newsletter.</td>
<td></td>
</tr>
<tr>
<td>Your group was listed by Noam Chomsky in one of his books.</td>
<td></td>
</tr>
<tr>
<td>I strongly believe in the importance of grassroots organizing in the drive toward participatory democracy.</td>
<td></td>
</tr>
<tr>
<td>Resist helps me support grantees in the Midwest where I live. Otherwise, I wouldn't know how to give to these groups.</td>
<td></td>
</tr>
<tr>
<td>There is a great need for Resist- so far as I am aware, there is no organizations remotely like it. Plus, I know personally a good number of the folks who helped get Resist off the ground and rolling nigh unto 35 years ago- wow. I think I'm getting old.</td>
<td></td>
</tr>
<tr>
<td>Noam Chomsky supports you.</td>
<td></td>
</tr>
<tr>
<td>To support opposition to corporate dominance.</td>
<td></td>
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</tbody>
</table>
Why Respondents Give to Resist
Long Range Planning Survey
2002

<table>
<thead>
<tr>
<th>Good analysis!</th>
</tr>
</thead>
<tbody>
<tr>
<td>It's a way of supporting a broad range of groups and causes that deserve support and don't reach me via mailing etc.</td>
</tr>
<tr>
<td>As a good professor emerita and leftist- I want to critique my unqualified high grades for Resist- but I can't- It's one of the few organizations that keep me an unflagging activist.</td>
</tr>
<tr>
<td>I have never heard of a better grantmaking organization. I only wish I could give more.</td>
</tr>
<tr>
<td>I have never come across an organization that funds small groups, especially ones who agree with my politics. The Newsletter is just a bonus, I didn't know about it before.</td>
</tr>
<tr>
<td>I believe West Coast progressives need to support East Coast progressives and vice versa. We need to learn about programs that are effective from each other.</td>
</tr>
<tr>
<td>Your Newsletter is fine, just not why I give to your organization.</td>
</tr>
<tr>
<td>I have a limited income and am only able to donate to a few non-profits, so giving a little to a group such as Resist goes a long way!</td>
</tr>
<tr>
<td>It would be enlightening to me as a donor to know just what &quot;Resist&quot; criteria is for supporting a group. How much accountability do groups have to you? Years ago, I actively gave financial support to a radical newsletter. It became apparent that fund</td>
</tr>
<tr>
<td>I so much respect your focus on class, race, environmental, gender, sexual orientation, global politics, and your thoughtful grantmaking.</td>
</tr>
<tr>
<td>Resist is highly respected and effective!</td>
</tr>
<tr>
<td>Too much emphasis on identity politics. I started our as a peace movement publication and I guess we'd like more of that.</td>
</tr>
<tr>
<td>You find groups I enjoy supporting or groups find you.</td>
</tr>
<tr>
<td><strong>Grantee</strong></td>
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<tr>
<td><strong>Organization</strong></td>
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<td><strong>Grantee</strong></td>
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<tr>
<td><strong>Institution</strong></td>
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<tr>
<td><strong>Institution</strong></td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>No-mail Donors</td>
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<td></td>
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</tbody>
</table>
general comments

Thanks for being there.
What about including more on Canada? I worry a lot about it.
Keep it up.
Keep on trucking!
Keep up the good work- I'm proud to be associated with Resist.
I think you're doing a great job overall
Thank you for being who and what you are!
The battle is everywhere and the frontline is wherever we find ourselves.
Thank you!
I am 79 years old and no longer as vigorous as I once was.
I think a more balanced treatment of both sides of a question and a concluding justification of Resist's position would have a better impact than "pushing the left." Try to create an educated leadership more than a radical one.
You are doing a great job-- I do read the Newsletter. I trust your judgement on grants. You could possibly do more to explain the connections between corporations and government policy.
I have little to give, I do my best and I trust you.
I think you are doing fine
This is a very positive survey
Not always in agreement with Resist's choices or politics- but need organizations such as Resist to keep fighting (and funding) "the good fight"
Am a member of WILPF
I'm a WWII combat vet and I've seen "it all" humans keep repeating their problems and there are far too many people to manage
Thank you so much for your great work.
Thank you for all of your good work
Keep up the good work! You are needed
Keep it up. I hope you get some responses that are more useful than mine.
You have a lot of residue support because you opposed our wasteful, sad and wrongful intervention in Vietnam. Keep up the good work.

I don't know what's missing, you are my window into progressive activism.

I am an 80 year old father of a gay child, and I have leukemia. Can't do much, but I thank you for all you do!

I contribute only to two 501c3 organizations—Resist and a Pesticide Reduction group. I would like to see a group (perhaps itself 501c3?) facilitate non-501c3 contacts between funders and activists to help maintain freedom for both. Sometimes it's better.

My general politics are left of center. I was an activist back in 1948, supporting Henry Wallace. Keep up the good work!

Thanks for what you do.

Our society is in desperate trouble! In fighting terrorism, we encourage it, to protect human lives, we must protect the environment, encourage equality, and protect civil rights and liberties.

I am very pleased with what you do!

Thanks for all your good work. As a senior, I'm limited in what I can give.

And thus spake an elder—a "Elder"

I appreciate a questionnaire that isn't also a request for money.

Thanks for your good work! I'm proud to be one of your contributors.

As you can see, I'm quite pleased with the work you are doing.

I appreciate your work.

I'm not involved much in local progressive movement, so can't answer. More involved in developing countries.

I just read that "Back from the Breach" has joined with Physicians for Social Responsibility as Nukes on "Hair Trigger Alert."

Your envelopes are too small (or your forms are too big).

Grassroots support is essential and unusual.

Resist is truly a distinctive foundation—great work!
Identity politics loom larger and larger in your work. I'm not convinced that’s the way real progressive change happens. Frequently divisive and fails to link to larger scale oppression.

We belong to many organizations that agree with our philosophy- Question Authority- How that fits in, I don’t know?!

Great organization!

Keep up the good work and the critical thinking. The Newsletter needs more (bigger/ better) distribution (don't know if the web is taking care of that need). More people need to hear about Resist and contribute to it.

I am over 80 years old and I cannot pinpoint things as I should- or would like to. I fully support your resistance to so much of what's wrong today in our country and the world. Good luck!

As a recently retired senior foreign service officer (State Dept) I am active in volunteer lobbying in congress and in media on such issues as mil-mil coop with Indonesia and US policy vis-à-vis Afghanistan. I could help in this area.

Good survey design.

Good luck!

Thanks for the thoughtful questionnaire.

You fill a needed place in the movement- doing well what you are already doing; the organizations development piece though- that's a need that's going unmet!!! I wonder how you could do it? Keep doing what you're doing- get your grantees to tell other f

I think this is a difficult survey to respond to, this is all subjective.

I have found Resist consistently informative and yes, inspirational

This survey completed by CPR staff without taking questions to the Board. I think it does reflect organization.

Thank you for all you do and have done over the years. We all need each other! We are the ones we've been waiting for.
General Comments to the Resist 2002 Survey

Thanks for all you do.
Recommended book: "From Mutual Aid to the Welfare State."
Thank you- I wish you all well- peace and prosperity.
As an activist, my experience with hostility and skepticism towards small groups frustrating. I guess that's just part of 'altering relations of power.'
We think Resist is great!

Keep up all your good work

Resist is playing a unique role in our movement and in philanthropy, we need you now more than ever.
You are doing an excellent job. Your diversity of grantees is important.
<table>
<thead>
<tr>
<th>Relationship 1</th>
<th>Relationship 2</th>
<th>Comments on Newsletter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor</td>
<td></td>
<td>Keep up the good work!</td>
</tr>
<tr>
<td></td>
<td></td>
<td>One out of four issues really hits home for me.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>My personal projects involve helping civilians and repairing watering supplies in Iraq and supporting a Palestinian State.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Newsletter is great, but not one of my primary reasons for supporting Resist.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I love Resist!</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I read less of it as the years go by. I get my political news/ information elsewhere.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>An occasional commentary by Noam Chomsky would be nice.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Suggest moving to the same format used by FAIR: Short (&lt;4 page) alerts frequently with a few longer features per year.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No real analysis of issues/ organizations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I only skim through some issues, others not at all.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I'm sorry that I have no specific recollection regarding the Newsletter, so I'm really not able to comment on it. (I subscribe to way too many publications so the Resist Newsletter gets buried like a lot of other publications.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I use the Newsletter information and analysis in my teaching (College level)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I read it for both political analysis and grantees. Given an option, learning about grantees is more important, but they're both significant.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>It's well written, knowledgeable, often presents fresh perspectives and fresh knowledge.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I would like more political analysis and more evaluation of how the left is doing.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I don't always read every word of every issue. Some articles cover subjects that are of special interest to me.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Generally your Newsletter provides us up to date info we find useful about what the &quot;left-activists&quot; are doing in your target area. We usually agree!</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I have just received my first Newsletter.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I don't take advantage of it the way I'd like to. I'm always planning to read it, but rarely do. When I do, though, it's great.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I donate based on my finances not funding appeals.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>I don't usually have time to reach the whole Newsletter and don't always have the time to look at it at all, but when I do, it's great.</td>
</tr>
</tbody>
</table>
### Newsletter Comments

#### Resist Long Range Planning Survey 2002

<table>
<thead>
<tr>
<th>Comment</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>When I find the time to read a whole Newsletter, I think the length is just right. But too often, because of its length, I put aside to read later and never get to it.</td>
<td></td>
</tr>
<tr>
<td>I'm no longer active on issues (pushing 80!) Think it's tough now? What do you think it was like 60 years ago for a single mom/grad student/job seeker?</td>
<td></td>
</tr>
<tr>
<td>I usually feel like I should read it and I keep it but I usually don't read it or only read parts. I am ambivalent about the environmental impact/paper waste/</td>
<td></td>
</tr>
<tr>
<td>Just keep it coming!</td>
<td></td>
</tr>
<tr>
<td>I think it could come out half as often and I would be more likely to read it. Shorter would help too-it often sits until it goes into the recycling unread.</td>
<td></td>
</tr>
<tr>
<td>Since you have the Newsletter, why repeat all the grant stuff in the cover letter?</td>
<td></td>
</tr>
<tr>
<td>I find the issues and articles fresh and thought provoking. I learn a lot from it.</td>
<td></td>
</tr>
<tr>
<td>I enjoy reading the articles, when I find the time to. I enjoy knowing where the grants go.</td>
<td></td>
</tr>
<tr>
<td>Longer, every two months?</td>
<td></td>
</tr>
<tr>
<td>It's fine the way it is.</td>
<td></td>
</tr>
<tr>
<td>Try mixing longer articles with short news items.</td>
<td></td>
</tr>
<tr>
<td>I've just about abdicated from what passes for politics in this country, particularly what's happening under the despicable Bush presidency. So it gives me some hope that some of your grantees and Resist itself are trying to continue to fight against t</td>
<td></td>
</tr>
<tr>
<td>I think it should &quot;cover&quot; the politics of social change philanthropy.</td>
<td></td>
</tr>
<tr>
<td>I actually don't read it, but I do have a pile of back issues and my road to hell is well paved.</td>
<td></td>
</tr>
<tr>
<td>Don't usually read it</td>
<td></td>
</tr>
<tr>
<td>For political analysis, I read the Nation, Progressive etc. I don't read the Newsletter carefully (sorry!). It's good for me to read about the groups</td>
<td></td>
</tr>
<tr>
<td>Biographies on the supported organizations are the most important feature of the Newsletter</td>
<td></td>
</tr>
<tr>
<td>I rarely read it</td>
<td></td>
</tr>
<tr>
<td>It's a very concise newsletter</td>
<td></td>
</tr>
<tr>
<td>I never have time to read it</td>
<td></td>
</tr>
<tr>
<td>depends on the subject</td>
<td></td>
</tr>
<tr>
<td>I think the length and frequency are just right</td>
<td></td>
</tr>
<tr>
<td>Comment</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>Current issues, which is more than half &quot;identity politics&quot; is exactly the type of self-involved, soft, &quot;politically correct&quot; emphasis that makes the organization seem irrelevant.</td>
<td></td>
</tr>
<tr>
<td>I give not because of the Newsletter, but it is an enjoyable aside</td>
<td></td>
</tr>
<tr>
<td>I don't read it regular</td>
<td></td>
</tr>
<tr>
<td>Change to 4 per year</td>
<td></td>
</tr>
<tr>
<td>I am encouraged in my own organizing work by reading other peoples' efforts. Please publish the Newsletter articles to your website at the same time. That way, we can forward articles and give them even greater exposure.</td>
<td></td>
</tr>
<tr>
<td>I don't like the history articles as much as the analysis and the stories about what grantees are doing</td>
<td></td>
</tr>
<tr>
<td>I support the cause(s) but don’t have time to read the newsletter. Give to support your work. It's perfect right now</td>
<td></td>
</tr>
<tr>
<td>I have too much to read so I probably read it no more than 20% of the time. It usually seems good. Might consider saving costs by a 2-tier system: 10/year for those desiring and/or high contributor; 4/year and any &quot;specials&quot; for others short of time.</td>
<td></td>
</tr>
<tr>
<td>Political analysis is too often enthusiastic rather than informed. I particularly like the occasional think pieces. Every other month? 6x?</td>
<td></td>
</tr>
<tr>
<td>I like it when at least some of the articles are about organizing successes, however small. I need encouragement.</td>
<td></td>
</tr>
<tr>
<td>Yes in the sense that I want to know that money is being put to good use. I consider the Newsletter ok, but not always outstanding. I have given to Resist for a long time and even increased the amount so I am not dissatisfied.</td>
<td></td>
</tr>
<tr>
<td>It offers much needed inspiration that there are others like me out there because other media sources aren't letting me know.</td>
<td></td>
</tr>
<tr>
<td>The Newsletter is great. I'd like to give more, but my own finances aren't great right now. I don't have much to donate but I love the Newsletter. We should mobilize for political reaction. I enjoyed this month's Newsletter: Identity Politics and Social Change Your articles are consistently good and informative.</td>
<td></td>
</tr>
<tr>
<td>Newsletter Comments</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td></td>
</tr>
<tr>
<td>Resist Long Range Planning Survey 2002</td>
<td></td>
</tr>
</tbody>
</table>

Some articles are better than others. The ones on Cuba and Iraq are especially good.

Bring more articles by Noam Chomsky and Edward Said

The writing in the Newsletter is rather dense, a little editing would help a lot. Content is usually excellent.

The Newsletter is generally well-educated and readable. The content of the Newsletter is generally excellent, but most articles don't tell me anything I don't already know. I probably read about 1 in 6. Articles could use some additional copy-editing.

I barely do more than glance at it.

I don't take the time to read it.

Quarterly would be ok.

Writing is uneven. Come out 6 times a year with the same number of pages (8-12)

I think the Newsletter is very important. I donate because I support the causes you support, but considering all the requests I get, I think I keep giving to Resist because of the Newsletter

Keep it diverse. Cover a variety of topics in each issue, don't let one dominate.

I pick and choose issues to pass on

I like having the Newsletter because I can read it and pass it on to others at my convenience. Also, shorter is good because I tend not to read longer publications.

The Newsletter could be longer and I would love it.

Most of the articles are very useful to me.

I don't have the honor of doing any political work.

I give money before I knew about the Newsletter and would give without the Newsletter but I like it.

I find I do not have time to read the Newsletter on a regular basis- unfortunately many are not read. Prefer to get info over the web.

I only get around to reading it about once every two years!

I find it very hard to rate by the numbers this way. I read a lot progressive publications. I would have to reread and analyze past Resist copies and I don't have the time.

A website with emailed announcements would be ok.
<table>
<thead>
<tr>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledgeable experts of each subject carry more weight.</td>
</tr>
<tr>
<td>Have trouble finding time to read it.</td>
</tr>
<tr>
<td>I don't always read the Newsletter, but when I do I learn something. I have been keeping my Newsletters. I don't know how much longer I can do that, but I won't throw all of them away.</td>
</tr>
<tr>
<td>I know email is cheaper, but some supporters do not modernize.</td>
</tr>
<tr>
<td>The article/issue on Cuba was absolutely the best that I have ever read on that country.</td>
</tr>
<tr>
<td>It often &quot;piles up&quot; given all my other mail.</td>
</tr>
<tr>
<td>I frequently sent Newsletter issues to friends—they are very current and insightful.</td>
</tr>
<tr>
<td>I would give to Resist whether I received the Newsletter or not!</td>
</tr>
<tr>
<td>As worthy a progressive magazine as can be found!</td>
</tr>
<tr>
<td>It should be available on website to save trees and money. If you don't want it available for all, but I think it should be you could have a password for members. But it is important to spread the message as widely as possible or it should be available.</td>
</tr>
<tr>
<td>The Newsletter is often very good, but I'm drowning in material I must read, so it's not always (though often it is) a priority.</td>
</tr>
<tr>
<td>I don't read it because I don't have time.</td>
</tr>
<tr>
<td>May be costing you too much for 10 per year. Often too busy to read it thoroughly—maybe include shorter subjects as well as some in depth reporting.</td>
</tr>
<tr>
<td>I have too much to read and thus I throw out the Newsletter.</td>
</tr>
<tr>
<td>I appreciate the jargon-free language—the articles can be shared with many kinds of readers.</td>
</tr>
<tr>
<td>My problem is that I have too much to read (and do): The Nation, In These Times, Against the Current, Colorlines, etc.</td>
</tr>
<tr>
<td>Don't usually read it.</td>
</tr>
<tr>
<td>Am always looking forward to the Newsletter! It's OK!</td>
</tr>
<tr>
<td>It is/ provides wonderful info about groups and organizations. Too many have no idea of their existence. Their &quot;Grants&quot; section is a wonderful window into your work.</td>
</tr>
<tr>
<td>Having moved recently, I look for recipients in my area as possible groups to network/work in coalition with.</td>
</tr>
<tr>
<td>Comments</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>Keep up the good work!</td>
</tr>
<tr>
<td>Less often is ok. Save funds for grantees.</td>
</tr>
<tr>
<td>Your politics are sometimes too conservative for my taste.</td>
</tr>
<tr>
<td>I favor an article in depth by expert opinion on pressing current issues.</td>
</tr>
<tr>
<td>I don't read it too often due to lack of time. When I do, I applaud the articles and the organizations reported on.</td>
</tr>
<tr>
<td>I used to read it, but now I have children, often don't...</td>
</tr>
<tr>
<td>I'm so awash in reading and so short on time, I read the Newsletter only when the topic strikes me, e.g. the issue on the Middle East, and list of peace organizations got me into that areas that I'd previously avoided. I read Z and Counterpunch and the W</td>
</tr>
<tr>
<td>I get so much information and have so much to read that I often don't have time for the Newsletter.</td>
</tr>
<tr>
<td>I just skim it; the other reader in the house doesn't read it.</td>
</tr>
<tr>
<td>I don't agree with everything. I don't support knee-jerk left responses to the Mid-east. I believe Israel has a position to value too.</td>
</tr>
<tr>
<td>I like Resist the way it is. If it came out less often, say quarterly, then it could be more extensive with longer articles or more of them.</td>
</tr>
<tr>
<td>I believe that the Resist Newsletter is excellent.</td>
</tr>
<tr>
<td>Excellent information and very timely.</td>
</tr>
<tr>
<td>I wish I had time to read the Newsletter, I only read it occasionally.</td>
</tr>
<tr>
<td>Just right if less often.</td>
</tr>
<tr>
<td>You surely could save money and give more grants if the Newsletter was lighter weight and/ or less frequent (unless USPS has rigged postal rates to favor 10 times a year etc.)</td>
</tr>
<tr>
<td>The Newsletter encourages me to Resist, knowing I'm not alone.</td>
</tr>
<tr>
<td>If you're spending too much time and money on the Newsletter instead of more grants, then it should come out 4 or 5 times a year or less?</td>
</tr>
<tr>
<td>Rarely read- I get plenty of news, analysis fromm the left and elsewhere.</td>
</tr>
<tr>
<td>Actually I don't read it.</td>
</tr>
<tr>
<td>Offer a &quot;no Newsletter option&quot;- would save you money and me time.</td>
</tr>
<tr>
<td>Read especially when topic is of interest. 6 at year would be fine.</td>
</tr>
<tr>
<td>Great job- I think!</td>
</tr>
<tr>
<td>Your organization is needed.</td>
</tr>
<tr>
<td>Grantee</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>More on grantee's work, really like to hear where my money is going and what they are doing. Gives me much hope for progress.</td>
</tr>
<tr>
<td>A perfect format</td>
</tr>
<tr>
<td>Save money with 6 a year.</td>
</tr>
<tr>
<td>I just skim it.</td>
</tr>
<tr>
<td>My interest varies depending on the issues discussed.</td>
</tr>
<tr>
<td>Good political analysis but available elsewhere- not of primary importance.</td>
</tr>
<tr>
<td>I seem not to be able to read things like this. I think I should read, so I like that I can read the newsletter in one sitting.</td>
</tr>
<tr>
<td>If less frequent, issue length could stay the same.</td>
</tr>
<tr>
<td>Consider putting it online- saves paper and makes the info more accessible especially to those who can't give. Maybe list donors' names. As a grantwriter, I'd like to know which foundations support your work.</td>
</tr>
<tr>
<td>Not a factor in my donating, but I like it.</td>
</tr>
<tr>
<td>Very good Newsletter- good articles! Timely. Right length. Broad interest.</td>
</tr>
<tr>
<td>Very fine publication. One of the few I read.</td>
</tr>
<tr>
<td>As a busy person I find it difficult to read all the worthwhile material I receive.</td>
</tr>
<tr>
<td>Not sure how much work goes into the Newsletter. Probably Carol could do something else that might be a good use of time. Newsletter does have some good articles sometimes.</td>
</tr>
<tr>
<td>I'm not doing much political work right now.</td>
</tr>
<tr>
<td>I just don't have time to read all the articles. More interested in the work of the organizations. Maybe more short clips on the challenges/ victories of some of the campaigns/ orgs funded.</td>
</tr>
<tr>
<td>Love the Newsletter.</td>
</tr>
<tr>
<td>I wish had more to give/ donate</td>
</tr>
<tr>
<td>I don't read all articles. I authored one.</td>
</tr>
<tr>
<td>Organization</td>
</tr>
<tr>
<td>6 times a year, but longer might be better.</td>
</tr>
<tr>
<td>Perhaps 4,5,6 times a year?  We are flooded with (good) stuff! I can't read all the articles. The specially good ones are just right!</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>I also read it for its insights into local hands-on campaigns.</td>
</tr>
<tr>
<td>Role</td>
</tr>
<tr>
<td>----------</td>
</tr>
<tr>
<td>Foundation</td>
</tr>
</tbody>
</table>
| Grantee  | The Newsletter is one of the Best, right up there with "Freedom Ways"  
I agree that the articles seem right in length.  
It's clear and well written and I like the theme approach  
Please do not stop doing this, now you are more necessary than ever. We are already living in a police state.  
I send it out to many people as political education. Focusing on one area each issue with such frequency helps us collect a good "library" of analysis.  
I appreciate receiving it and keep it filed in the office for others to see  
Articles should come from community organizers and groups.  
Most of the information is already available to us through other publications and networks- we skim only.  
Good politics.  
I don't have much time to read extra mail, but I find it helps fill in my knowledge gaps about other activists movements and issues- well done.  
More cross-oppression articles- unlikely coalitions etc.  
More focus on grantees with shorter articles would be great  
It should be shorter or less frequent.  
Save resources with fewer mailings.  
Like the Newsletter because it keeps us informed about political issues of interest, especially in other parts of the US.  
I have thought about personally giving from seeing how progressive of a funder you are.  
Needs a little more white space. The issue about the Al-Aqusa intifada galvanized me. Gave me new information. I read or skim every issue.  
I enjoy being informed about a range of issues and your newsletter strikes a great balance of breadth and depth  
It's very good, but I expect quite expensive to produce.  
I like the focused themes each issue.  |
<p>| donor    | My interest is grassroots anti-racist organizing and you usually have excellent pieces in this area.                                                                                                           |</p>
<table>
<thead>
<tr>
<th></th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>foundation</td>
<td>I think 6 times a year would be plenty- that way you could publish the grant list for each cycle in a timely manner</td>
</tr>
<tr>
<td>organization</td>
<td>Your May 2002 issue was great!</td>
</tr>
<tr>
<td>Institution</td>
<td>An important contribution to movement-building</td>
</tr>
<tr>
<td></td>
<td>A great organization with a great newsletter</td>
</tr>
<tr>
<td></td>
<td>We mail to it folks looking for help</td>
</tr>
<tr>
<td>Grantee</td>
<td>It's a breath of fresh air</td>
</tr>
<tr>
<td>Other</td>
<td>I like the Newsletter a lot, but just not a motivating factor to donate. 8 times a year would be fine.</td>
</tr>
<tr>
<td></td>
<td>Could be 6 times a year- save your money</td>
</tr>
<tr>
<td>No-mail Donors</td>
<td></td>
</tr>
<tr>
<td>----------------</td>
<td></td>
</tr>
<tr>
<td>It's terrific. If I had any time to read any magazine at all, I would read the Newsletter for networking and political information. I don't have time to read anything but hope you don't give up the Newsletter.</td>
<td></td>
</tr>
<tr>
<td>I don't receive the Newsletter- I don't have time to read it.</td>
<td></td>
</tr>
<tr>
<td>I like seeing what you're up to. But ultimately, in the end I'd just as soon not take the time to read it and it's more paper, and you could just save the stamp etc. So, for me, no news is good news!</td>
<td></td>
</tr>
<tr>
<td>I usually don't make the time to do more than skim.</td>
<td></td>
</tr>
<tr>
<td>I have other reading priorities. I have read enough to answer question three. I appreciate seeing the sample you just sent.</td>
<td></td>
</tr>
<tr>
<td>I must ration my &quot;reading&quot; time to not be swamped. Besides books and very selectively media (almost no TV) I have gotten Z magazine since its beginning and find it very helpful.</td>
<td></td>
</tr>
<tr>
<td>My time is too precious to read the Newsletter that often or that much. It is interesting, but I'm deluged with things to read and set a budget for each NGO in giving is not changed by the Newsletter.</td>
<td></td>
</tr>
<tr>
<td>I have so much reading to do that I simply don't get around to looking at your Newsletter. This is not meant to be a reflection on it's quality. Rather, it is a reflection of my limitations.</td>
<td></td>
</tr>
<tr>
<td>Ho Hum, read Paycheck</td>
<td></td>
</tr>
<tr>
<td>I pass it along to the prison chaplain</td>
<td></td>
</tr>
</tbody>
</table>
Long Range Planning Committee Questionnaire

1. RESIST's current funding niche (small grants to small groups) is applicable, useful, and appropriate and should be continued.
   * Strongly agree 6
   * Agree 4
   * Disagree 1
   * Strongly disagree
   * Comments

   Pam Chamberlain: agree for now

   Ty dePass: I don't think we should eliminate this category, but I DO think we need to understand how our funding choices shape the future course of progressive political trends. I'm also NOT suggesting that we only consider large grants to big groups, just a more strategic consideration of the relationship of groups we fund to the movement we want to participate in building.

   Carol Schachet: Given the resources that Resist has available and the needs of the movement, I think this is the best way for Resist to make a difference to the most folks possible.

   Jorge Rogachevsky: On the whole I agree that our aim should be to fund groups on the small end of the spectrum and to have our funding be as distributive as possible. However, I would propose that we consider developing a larger category of grant, say $10,000, that would become available when three or more groups decide to work together on common projects that have an ongoing function and are not simply a single event (such as a demonstration). I think that such a category of grant would be useful in promoting more cooperation among groups as well as more organic thought about the interrelationship of different social and political concerns.

   Nancy Wechsler: I would need to hear a good argument for us to do things differently.

   Robin Carton: There are many foundations that fill a range of other funding needs. There are very few that meet the needs of small and emerging groups. Grantees can leverage Resist funding into larger grants.

2. RESIST should respond to and support the growing opposition to corporate globalization through changes in its grantmaking and educational activities.
   * Strongly agree 4
   * Agree 5
   * Disagree 2
   * Strongly disagree
   * Comments

   Robin Carton: Resist currently funds anti-globalization work in the course of the regular
funding cycles. This work can be highlighted in the Newsletter for greater impact. Changing grantmaking could have the effect of reducing further funding to other equally important social justice issues.

Ty dePass: Globalization is the cause celeb of many distinct political tendencies, but tends to be conspicuously white/middle class in terms of leadership, content of political line and tactics. again, my concern is that this funding priority emphasize building strong organizations w/conspicuous leadership from communities-of-color.

Carol Schachet: Resist can (and should) respond to corporate globalization without making any particular changes to the grantmaking program. I’m open to specific ideas for educational fora or anti-globalization protests that might fall outside of Resist’s current funding guidelines, but for the most part, I think we can fund good organizing as currently run.

Eileen Bolinsky: I think we should do more outreach to groups working on issues of anti-globalization but not necessarily at the expense of funding groups working on other issues.

Jorge Rogachevsky: I strongly agree. In particular I think that we need to start thinking beyond the box of national borders. In the age of rampant globalization I don’t think it makes sense for a progressive funding organization to limit itself to work that is done within a particular nation state, namely our own. We need to think in a global context and see how actions and organizing carried out in other national spaces are linked to our own internal concerns.

3. What scale of grantmaking makes sense for RESIST?

* Maintain current total (about $275,000) 1
* Increase the total granted gradually 8
* Double the total granted within three years 2
* Comments __________________

Jorge Rogachevsky: I would look to increase the level of grantmaking. Trying to double our disbursement is as good a target as any. I don’t like either option. Tying ourselves down to a specific timetable (three years) may or may not be realistic. At the same time simply saying that we will do this gradually may prove to be not much an incentive to mobilize the resources of the organization in this direction. I would look to have us meet the goal of doubling our capacity (or hitting a half million which has a better ring to it) with deliberate speed.

Ty dePass: I think we definitely need to increase the size of individual grants, but I caution that we not get caught in a scramble to grow. One option worth considering is looking for opportunities for collaboration on strategic funding initiative w/other progressive foundations.

Nancy Wechsler: I would have to see greatly increased income before thinking we should
give out more money, and proof that we could raise that much more. I don't see our goal as to become a multi-million dollar foundation.

Robin Carton: Increase as finances, staffing and board willingness to do extra work allow.

4. What scale of staffing makes sense for RESIST?
* Maintain a staff of 2-3 people at least for several years 1
* Increase the staff size gradually and as needed 7
* Double the staff size within three years 1
* Comments__________________________________________

Hank Rosemont: 3 for sure, plus an intern

Ty dePass: The last time this issue came up I spoke strongly in favor of Resist's affirmative hiring goals--and equally strong that "browning" staff, one person at a time didn't wash with me. I don't mean to suggest that current staff is any less committed to this goal than I, but having been in the position of the Only Brown-face in the office myself, the broader social dynamics of race/class/culture exert a deceptively subtle influence on interaction (despite good intentions).

Carol Schachet: Actually, there's not a huge difference between increasing gradually and doubling staff size, given that we're only two now.

Jorge Rogachevsky: I don't feel that I can answer this question intelligently at this point. I think we need to make a careful analysis of what level or staffing is necessary to try to maintain current efforts. This would require that we spell out in very concrete terms exactly what our current efforts entail and how they are being met, or not. Once we know what level of staffing we need to maintain current organizational goals and activities, we then would need to know if we have particular targets for expanding our efforts (as per questions 3 and 6). Only once we know that will we know what size staff is optimal for the organization.

Nancy Wechsler: The work I would like to see done is: 1) grants- references, packet, outreach for more groups to apply, progress reports, etc.; 2) web site up and running and updated regularly to keep attracting people to it both to give money and get grant information; 3) fundraising; 4) newsletter; 5) bookkeeping and financial planning; 6) in terms of outreach for grantees and donors we might consider going to some conferences and have our literature, t-shirts etc. Not just conferences of grant makers. I'm not sure how many staff members it would take to do this. If we have more than 3 people we are once again faced with the need, I believe, to have someone on staff who would be responsible for supervision and overall running of the organization. If people don't want that, then we better keep to a small staff and perhaps limit what we do, or how we do it.
5. RESIST should modify and/or clarify the current division of roles and authority between staff and boards.
* Strongly agree 1
* Agree 9
* Disagree 1
* Strongly disagree
* Comments ___________________

Pam Chamberlain: Agree, This is not so important to me except in regards to fundraising

Robin Carton: Agree in terms of the need to clarify roles.

Kate Cloud: especially regarding personnel issues/supervision/evaluations.

Ty dePass: Despite the long exercise on who decides what, I'm still not clear on how that decision was actually implemented—especially in light of subsequent controversy over Jacquie's work/probation/termination.

Carol Schachet: I think that, while things are clearer than they were a couple years ago, there still are differences of opinion among Board members. Some board members have explicitly told me they would prefer a more “staff-driven” organization because they don't have the time to be bothered with little questions; others have said they want to know what's going on—in fine detail—when decisions are being made. I also think it would be useful to clarify board/board decision-making. That is, what power do committees have, and to what extent does the full board review committee decisions.

Jorge Rogachevsky: I don't think that in almost all aspects there's any ambiguity or problem with the relationship between the staff-board members and board members (I don't care for the designation of staff and board members because staff are also board members and I think our designations sometimes clouds this issue). The area where I think there is a problem is in personnel matters. I think that our recent history has shown that the functions of the personnel committee in evaluation and support of staff members are in fact dysfunctional. I don't think that it is reasonable to expect that volunteer board members will be able to provide the appropriate time and attention that is required to properly mentor and evaluate staff. Mentoring is a day-to-day operation focused on very specific tasks and the incremental development of skills. Again, volunteer members cannot do this properly. In the same way, without having a strong understanding of a staff member's day-to-day performance and her/his evolution, volunteer board members cannot have overall responsibility for evaluation. It seems to me that: 1) the personnel committee should maintain its function in the hiring process; 2) the staff needs to develop an internal process of mentoring and evaluation. Internal staff evaluations could then be submitted by designated staff and the person(s) being evaluated. One other point here, I don't believe that new staff should automatically be given voting rights on the board. I think we need to extend the initial evaluation process from 3 to 6 months with voting privileges extended once a staff member successfully completes this initial stage.
Nancy Wechsler: I’m not sure what people think is unclear.

Eileen Bolinsky: Clarity is always good. I think we’ve been in the process during the past few years of looking at how to make Resist work better and we’re still in that process.

6. RESIST plays two primary roles: funder (grants) and educator (newsletter). The balance (as reflected in the RESIST budget) between these roles should:
   * Remain the same 6
   * Increase on the funder side 1
   * Increase on the educator side
   * Include a third or fourth role of ________ 1(tba), coalition builder
   * Comments__________________________________________

Pam Chamberlain: possibly take on role of coalition building

Kate Cloud: not entirely sure about my answer/open to discussion and other ideas

Ty dePass: I think the funder and educator roles need revisiting, perhaps even a bit of tinkering, but in this period of increasing momentum for reactionary politics/ideology, building alliances with other left-ish philanthropists (including individual donors and family foundations) is a critical need--and i’m not clear on the degree that NNG, NCRP or the Funding Exchange are playing this role.

Jorge Rogachevsky: I think that this is tied to question 3. If our budget remains the same then we should stay as we are. However, if we move to double our budget, then we should definitely increase our educational role. As part of this we should also begin to look to ways of promoting greater cooperation among groups and the establishing of more interrelated agendas. I in part addressed this in my response to question 1. I think “the left” often behaves as if the more groups there are the better off we’ll be. Experience doesn’t support this. Efforts are often fragmented and fractional. I think progressive funding agencies should look to promote the consolidation of efforts and the establishing of cooperative agendas.

Robin Carton: The Newsletter plays a critical role in informing grantees, donors and others of strategic thinking and direct organizing occurring around social/economic justice issues. Many people have commented that it is an invaluable tool used individually, in college courses, and by activist groups. Several people have commented that it is a way to bridge issues for people who are working in a particular area. I would not want to see the Newsletter suffer as a result of an increased focus on grantmaking.

7. Staff diversity is highly important.
   * Strongly agree 6
   * Agree 4
   * Disagree 1
   * Strongly disagree
Hank Rosemont: Knowledge, competence, and commitment should be our criteria

Ty dePass: I hate that word, but as long as it speaks to issues of race/class/culture, I'm with it.

Jorge Rogachevsky: I agree strongly. The question is: what do we mean by diversity? What I would mean by diversity is that we should have among us individuals who can represent and express the concerns of as broad a spectrum of progressive social sectors as is reasonable. Both the staff and the board need to represent diversity within itself as much as diversity in relationship to what we might construe as the hegemonic social order.

8. Board diversity is highly important.
   * Strongly agree 9
   * Agree 1
   * Disagree 1
   * Strongly disagree
   * Comments

Hank Rosemont: see above

Jorge Rogachevsky: see above

9. When I think of *diversity* in terms of RESIST, it means:

Pam Chamberlain: race, sex, class, sexual orientation

Penn Loh: Racial, class, gender, sexual orientation, age.

Jorge Rogachevsky: see question 7

Kate Cloud: race, ethnicity, gender, sexual orientation, age, ability, class background

Ty dePass: ditto above

Nancy Wechsler: When I think it is important for the board to be diverse I mean it in two ways—first in terms of age, race/ethnicity, sexual preference, disability status; and second in terms of knowledge of difference political areas and issues. These two ways can and often do overlap, but we need to keep both in mind.

Eileen Bolinsky: Reflecting a broad spectrum of race, age, sexual orientation, dis/ability and class. Also, with skills.
Carol Schachet: Race/ethnicity, class, gender, sexuality, skill/expertise, and age.

Marc Miller: Mainly race/ethnicity, class second. Other ways are less important to Resist.

Ty dePass: Active promotion of anti-racist politics, including challenging the ideology of white supremacy, dismantling artifacts of white privilege and stimulating broad debate around strategies for shifting the burden of race off the shoulders of people of color by demanding that whites take up their end.

Robin Carton: Race, class, ethnic origin, age, sexual orientation. Knowledge base.

10. In order to have the most impact, RESIST should revise its criteria in terms of what we will or will not fund. (For example, RESIST might decide to fund the creation of tools for organizing, even if not directly tied to organizing campaigns.)

* Strongly agree 3
* Agree 2
* Disagree 2
* Strongly disagree
* Comments__________________________

Marc Miller: Not important.

Kate Cloud: not sure, open to discussion

Penn Loh: We should look at revising RESIST's progressive political litmus test in the application. I think RESIST should figure out how to get funds to those groups on the front lines of "resisting". Many of these groups are not politically developed enough to have positions on everything. The string of questions on the questionnaire can be a barrier to groups applying and being brought into dialogue with a more expansive political world view.

Jorge Rogachevsky: I don't think that it's meaningful to try to distinguish between the development of tools for organizing and the application of such tools. These lines are very vague, and our discussions regarding such distinctions tend to indicate this. Also, as per my answer to question 2, we should remove the U.S.-centered restrictions on our funding.

Ty dePass: For example there are groups conducting or promoting community-based research, anti-racist training and cultural activism making valuable contribution to organizing efforts by raising consciousness, challenging assumptions/prejudices and grounding activism in traditional values and wisdom.

Nancy Wechsler: no comment, I would need to hear other opinions on this.
Eileen Bolinsky: I’m satisfied with our funding guidelines. With the above example, I would argue that we should fund a group that is creating tools for organizing that is part of organizing.

Robin Carton: This question is biased in its presentation. It suggests the criteria should be changed.

Carol Schachet: It’s always a good idea to look at the funding criteria and make revisions as necessary, but I don’t advocate an overhaul. Instead, I think it would be useful to analyze the most effective uses for small grants (staff time, supplies, etc.) and the least effective (legal fees, etc.). Also to look at what we tend to fund and how progress does or doesn’t happen from those particular grants. Resist funds a hell of a lot of newsletters, do we see a more educated constituency as a result?

11. The categories in RESIST grants (e.g., Labor, Environment) should be revised to better inform and reflect RESIST priorities and today’s realities.
* Strongly agree 1
* Agree 4
* Disagree 2
* Strongly disagree
* Comments__________________________________________________________

Jorge Rogachevsky: I often find the categories to be too static and to promote segmentation of efforts rather than integration. I don’t have a specific set of categories that I would replace the current ones with. But I think it would be very constructive to have board discussions on this issue.

Carol Schachet: I’m not really sure on this one. The categories are just names. We can revise them if we want, but I wouldn’t want to put a lot of energy into the process. Resist funds broad-based movements for social change and the categories we list are just for our use.

Marc Miller: Neutral.

Nancy Wechsler: Don’t think this is very important. I’d be curious to see a breakdown by state at the end of the year.

Robin Carton: This question is biased in its presentation. It suggests the categories should be revised. I feel neutral about this.

12. RESIST should place a higher priority on networking and coordinating with the progressive philanthropic community.
* Strongly agree 4
* Agree 3
* Disagree 1
Jorge Rogachevsky: Again, one of my main concerns is that progressive organizations begin to think in more integrated and organic ways in order to develop a coherent agenda aimed at specific systematic changes. More networking and coordination can only help in such an effort.

Robin Carton: Not sure what this is asking—there is no reference to how much networking we do now. I would suggest maintaining current ties with the potential to work on individual/organizational projects of interest.

Nancy Wechsler: I'd rather see us go to a conference that anti-wto people are organizing or reproductive rights activists are holding than do more networking with other foundations.... if we have to make a choice.

Eileen Bolinsky: I would agree with this statement if we increased the number of staff. But with the current level of staffing, I don't think it's feasible. Sure, it would be nice to get some large donations, but I don't think this should be a priority.

Marc Miller: Neutral.

13. The Board of Advisors is an important body and more effort should be made to involve its members into RESIST activities closely.
  * Strongly agree 2
  * Agree 6
  * Disagree 2
  * Strongly disagree
  * Comments______________________________

Jorge Rogachevsky: I don't think that we have figured out how to tap the resources and energies of this group. I think the board development committee can help us formulate some goals in this regard.

Kate Cloud: Huh? Yes, they're important but we can't make them do anything. I do think it would be good to find ways to increase their involvement but I also think that would involve more staff time devoted to that project.

Ty dePass: If they're on the letterhead, my expectation is that they have a defined role and purpose; if not, why not?

Carol Schachet: Folks on the BoA can offer a lot more political and organizational insight than they currently do. And we can bring folks on to compliment the skills and knowledge we have on the Board of Directors.

Eileen Bolinsky: I think people often agree to be on an advisory board when they don't
have time to participate more fully in an organization. There may be ways to involve the BoA more than we have—such as having a one day meeting per year specifically aimed at the board of advisors (rather than the retreat which is geared towards board/staff) or, perhaps, annual questionnaires (such as this)/invitations for comments on strategies, etc. but I wouldn’t expect more than that.

Nancy Wechsler: Yes, but I don’t think this will happen. I think the board of advisors was set up in such a way as to make people feel pushed off the board as opposed to included in the board. It will be very hard to reverse this.

14. Under certain circumstances, RESIST should fund the activities of U.S.-based organizations even if the activity takes place outside the United States.
   * Strongly agree 2
   * Agree 2
   * Disagree 4
   * Strongly disagree
   * Comments

Hank Rosemont: emphasize certain circumstances

Ty dePass: Resist’s priority must be contributing to activities building the people's movement in the US; it should certainly speak out in solidarity with other people's struggles, but this is where we live (and where most of the problems experienced elsewhere originate).

Kate Cloud: not sure but would love to discuss this issue further

Jorge Rogachevsky: I’m not sure what might be meant by “certain circumstances.” I think as a matter of policy we need to expand our vision beyond our geographic borders.

Nancy Wechsler: Not sure, I thought our mission was to fund groups doing work in the US, and that our tax exempt status didn’t allow us to fund groups located or doing work elsewhere.

15. RESIST should develop significant resources to raising money from major donors.
   * Strongly agree 1
   * Agree 5
   * Disagree 3
   * Strongly disagree
   * Comments

Hank Rosemont: no settled opinion; I’d like to hear from others

Nancy Wechsler: I don’t think it is worth the time to put significant resources into raising money from major donors. We already do what I think we need to do. I don’t want us to “pander” to major donors. Do we still send out a letter at the end of the year to the
people who gave us $1000 or more thanking them once again for their support, and sending them a copy of our financial report? I remember doing that. I'm sure I also said something about if they wished to discuss Resist further I would be available.

Pam Chamberlain: agree over time, check out what this might mean

Carol Schachet: Agree and disagree. It depends on what “significant resources” means. I do think Resist should develop a system for raising funds from major donors. But I don’t think that should be the emphasis of fundraising.

Jorge Rogachevsky: I think we need to also be careful to do this while remaining faithful to certain principles. I believe that the discussion on credit card donations was important in this regard. So, I would say, expand while remaining true to a definition of progressive values as they are reflected in fundraising. Perhaps we need to spell out more clearly what that means.

Eileen Bolinsky: Resist should continue to get donations, large and small, from individuals.

Robin Carton: Major donor work—when done traditionally—creates different standards for a relationship with donors. One of the hallmarks of Resist is that all donors are treated equally fairly. Breaking down traditional power and access issues that arise with ownership/wealth.

16. The RESIST Board of Directors should take the steps needed to be more geographically balanced, with more members outside Boston and away from the East Coast.

* Strongly agree 3
* Agree 3
* Disagree 3
* Strongly disagree
* Comments

Pam Chamberlain: But we would need the resources to bring them to meetings

Kate Cloud: probably we should at least have a serious exploration of what it would take to do this

Carol Schachet: This is a toughie. A more geographically diverse Board would help evaluate applications and have a wider understanding of the movements across the country. However, logistically it could be a big pain and big expense, unless we change the way things work. So for pragmatic reasons, I think Resist should keep the Board mostly in the Northeast, and emphasize geographic diversity for the Board of Advisors.

Jorge Rogachevsky: I strongly agree, but I also believe that we should crawl before we decide to jump. In other words, before becoming more inclusive to California, we should figure out how to be more inclusive to New York and the Mid-Atlantic, etc.
Eileen Bolinsky: Ideally, it's a good idea to have a broad geographic representation of board members, but I feel if we did this, we'd need to do a major restructuring of how the board works. Otherwise, it might put a monetary strain on the organization. But, I'm open to hearing other thoughts on this.

Robin Carton: I feel neutral about this. It is imperative to have sufficient funds available for travel costs if this is the direction taken.

17. The RESIST Board of Advisors should take the steps needed to be more geographically balanced, with more members outside Boston and away from the East Coast.

* Strongly agree 6
* Agree 2
* Disagree 1
* Strongly disagree
* Comments ___________________

Jorge Rogachevsky: It should be possible to become more geographically balanced in a wider scope with the board of advisors. I would also urge that we look to expand past national borders.

Robin Carton: I feel neutral about this. It is imperative to have sufficient funds available for travel costs if this is the direction taken. People need to have good connections to Resist if they are outside the local area before becoming a member of the BoA.

18. RESIST should give a higher priority than in the past to groups involved in progressive electoral politics.

* Strongly agree 1
* Agree 2
* Disagree 5
* Strongly disagree 2
* Comments ___________________

Jorge Rogachevsky: As long as the electoral sphere is left to hegemonic groups the progressive community will have very little chance to compete for control of the mechanisms of social control. “The left” in the U.S. has been much too romantic in this regard.

Nancy Wechsler: I don’t think we can do this vis-à-vis our tax status and it would open up a can of worms for our board as to what is progressive electoral politics. I’d rather stay away from the whole thing—and this is coming from someone who greatly believes in the need for third (progressive) political parties. I’m open to hearing discussions about funding for groups working on referenda—there are times this can lead to good coalition work and continued organizing.

Marc Miller: Neutral.
Ty dePass: I don't want to be dogmatic about this, but I view electoral work as a tactical option (one among many), not a long-term strategy for shifting the current imbalance of wealth, status and power.

Robin Carton: It threatens 501(c)3 status if it is a candidate for office. There is a very strict IRS limit on the amounts spent on groups doing “educational” work around issue based electoral campaigns.

19. RESIST should consider funding union splinter groups that are pursuing highly progressive activities.
   * Strongly agree 2
   * Agree 7
   * Disagree
   * Strongly disagree I
   * Comments __________________ ________________

Jorge Rogachevsky: A powerful sector in confronting hegemonic globalization has to be the labor movement. Of course, we need to be careful that we don’t end up promoting activities that have an anti-immigrant underpinning or that do not take into consideration the need of all peoples to aspire to a dignified standard of living.

Carol Schachet: I’m not quite sure what the “union splinter groups” mean, but Resist should continue to fund groups working for more democracy within unions, and meta-union groups calling for more progressive political agendas.

Nancy Wechsler: I’m assuming you mean groups working to democratize their union or push it to take more progressive stances.

Robin Carton: 501(c)3 status precludes funding unions.

20. The Long-Range Planning Committee should be a permanent committee of the RESIST Board of Directors.
   * Strongly agree 3
   * Agree 5
   * Disagree 2
   * Strongly disagree
   * Other
   * Comments __________________ ________________

Jorge Rogachevsky: I’m not sure. I do think we need to do more ongoing long-range planning. I’m not sure that this is a function of a particular committee. It requires that we look at how the efforts of all RESIST organizational sectors tie together to promote a set of commonly defined goals. I think this process is best done by establishing ad-hoc committees such as was done in this occasion.
Kate Cloud: either that or find some other mechanism for consistent long range planning
Marc Miller: Give the task to the executive committee.
Eileen Bolinsky: If we have enough board members to go around for committees, it would be great to have this as a committee. But right now, I think there’s a shortage of people for committees.

21. RESIST should revise its process for hiring new staff members.
* Strongly agree 1
* Agree 5
* Disagree 2
* Strongly disagree
* Comments_________________________

Jorge Rogachevsky: I’m not sure the process needs to be changed. I do think that we need to have a much more specific understanding of what areas we are looking to support by additional staffing as how particular candidates may provide needed expertise and background.

Pam Chamberlain: agree, although the revisions must be connected to how we think about diversity and affirmative action

Kate Cloud: everyone involved tried so hard and put a lot into it, I’m sure, but we should examine what worked, what didn’t and how we can improve because, hey – look where we are now (not to lay blame but to aim for more satisfactory results)

Carol Schachet: I’m not sure that there is a “process” per se to revise.

Nancy Wechsler: What is our process? We have our old personnel policy but haven’t passed a new one.

Penn Loh: No comment.

Robin Carton: The process should be standardized.

22. Resist should have a stronger organizational presence at progressive conferences, demonstrations, etc.
* Strongly agree 6
* Agree 3
* Disagree
* Strongly disagree 1
* Comments_________________________

Jorge Rogachevsky: I think this makes sense for conferences. I’m less convinced that
having a banner or handing out leaflets at a demonstrations is that useful for the organization, although clearly important for members of the organization.

Robin Carton: Perhaps, I feel neutral about this.

23. RESIST’s most pressing internal structural question is

Pam Chamberlain: how much we should grow.

Carol Schachet: how do we set goals for where we want to be in the future? Who gets to answer those questions? Board/Staff? Grantees? Donors?

Kate Cloud: aligning our ambitions and hopes for the organization with the realities of available time and $$

Ty dePass: Increasing the presence of people of color on the board and staff.

Jorge Rogachevsky: I think the most pressing structural need is to develop supervisory structures and relationships within the staff.

Nancy Wechsler: Staffing and supervision. How many staff people do we need to do what we as a group feel we want to do, and how will supervision, evaluations, etc. be accomplished?

Eileen Bolinsky: communication between board and staff, and board members with each other. Also, increasing board membership with a diverse group of people.

Robin Carton: Board/staff dynamics and roles.

Marc Miller: How to focus board time on its most important task: grant decisions. This means more staff autonomy and authority in other areas, with board oversight.

24. The most pressing external political question for RESIST to address through its programs is

Kate Cloud: maintaining and improving RESIST’s relevance and respected leadership role within a rapidly changing political environment

Hank Rosemont: Globalization led by the Transnational Corporations.

Ty dePass: Increasing the visibility and leadership of communities of color in progressive politics.

Pam Chamberlain: Peace movement support post 9/11
Carol Schachet: Given the current anti-democratic trends of corporate globalization and attacks on civil liberties, how can Resist facilitate grassroots activism and the connections between activists?

Jorge Rogachevsky: I would identify two, which I’ve mentioned in other answers: 1) we need to address globalization concerns; 2) we need to promote greater cooperation and focus of efforts in relationship to an articulated progressive agenda.

Nancy Wechsler: What role can we play in pulling the fragments of movements/actions together into a more significant force that has a presence and pushes the country back toward the left. The only other answer I can come up with are my top ten choices of issues—and that leads to me the answer I gave.

Marc Miller: The lack of a movement = the lack of a clear vision of what is progressive and how fundamental social change happens, leaving us with an insufficient theoretical base for making grant-making decisions.

Other comments?

Carol Schachet: Resist has made an impact for small grassroots groups for more than 34 years. Some of those groups are now way bigger than Resist itself, but without the early funding, they may no have gotten a foothold. I think it’s crucial to continue to provide early money and advice to these folks, to offer secure funding to some via multi-year grants, and link groups together. I also think it is significant that the vision and power of Resist is not in the hands of a different group of activists than the founders. The importance of Resist goes beyond individuals.

Kate Cloud: Thanks for doing this. Can’t wait to see the results. Since I’ve been working at PRA I understand more clearly how well respected and well known RESIST is, and how important it is. We have a huge responsibility to live up to the excellent reputation, and to continue to advance progressive politics.

Jorge Rogachevsky: thanks to those who drafted the questionnaire. I think this will help us engage in a constructive dialogue over the next months.

Marc Miller: Great questionnaire.