FRIDAY, FEBRUARY 6
Present: Pam (facilitator), Leila, Cynthia, Hank, Carol, Nikhil, Abby, Robin, Payal, Yafreisy, Becca, Marc (minutes)

Goals for the retreat:
1. To get to know one another better
2. To move toward goals for Resist for some period of time, say, five years
3. To make committee assignments to move toward goals
4. To make assignments for documents to wrap up the long-range planning process

Eco-mapping
Pam gave a little early history of Resist, including how that led to the categories in the outer ring of the eco-map

Each person gave a little self-history/introduction, using their own eco-maps as an aid.

At the end, it was observed that our interests covered all the areas in the outer circle except Native issues.

To get us thinking, posted on the walls was a summary of the key points from the hand-out of an article by Bhargava, as well as key points from Resist's December 2002 discussion of the political context and our future directions.

RESIST DECEMBER 2002 POLITICAL DISCUSSION
What is effective work at this time and environment?
- Developing analyses
- Developing infrastructures
- Framing the message
- Choose issues carefully – investigate them
- Immigration reform
- Health care
- Access to higher education
- More low wage job-holder power
SUMMARY BHARGARVA ARTICLE

Why are we losing?
- Lack of growing mass organizations
- Fragmentation
- Insufficient political participation by low income people
- Stale ideas
- Under investment in mass communications
- Leadership gap

Generate new ideas
- Economic rethink
- Our basic values
- Strategic communications – rapid response; ads; message research; new media

Use frame of what they are doing without fighting on their terms

Introductory discussion on what are the questions?
- Why are “we” losing?
- Noted that all good things in public policy (social security, ending child labor, etc.) have come from progressives. Why don’t we take credit for this?
- We are losing the values war.
- Impact of the increasingly atomized view of human beings.
- Dominance of “freedom” thinking over equality.

SATURDAY, FEBRUARY 7

Present: Pam (facilitator a.m.), Leila, Cynthia (facilitator p.m.), Hank, Carol, Nikhil, Abby, Robin, Payal, Yafreisy, Becca, Kendra, Kay, Marc (minutes)

Kendra and Kay did their eco-maps, continuing from last night.

Now our eco-maps covered all areas in the outer circle.

Board Business
- Brief presentation of current finances
- Vote to give Jean a bonus of $200. Passed unanimously.
- Vote to give Robin and Carol a raise of 3.2 percent over the COLA in the personnel policies. Passed unanimously, with one abstention
- Personnel committee will come back with a proposal on Yafreisy’s possible raise by her first anniversary date.
- Personnel committee will come back with a proposal to amend the personnel policies with a policy on annual raises
Carol's Report on Rye Collaboration meeting of Progressive Public Foundations

Collaborative had a sort of “paranoid” discussion about dissent in this era. Palpable fear.

Ford Foundation was called to testify in Congress about a grant to a Palestinian organization and basically gave in to everything the committee asked. Will follow U.S. Treasury policy on all its international grants. Kevin Murray of Grassroots International did an op-ed in the Globe in response.

Carol cited this as example of what is happening under the Patriot Act and what could be coming if Patriot II passes. Could affect domestic grant giving or any political activities that affect U.S. policy. Rainforest Action Network, Greenpeace, and others have had computer records subpoenaed and/or IRS audits. Grantees could be under fire, too.

Discussions are ongoing about how to response, partly about what to do about mailing lists that could be subpoenaed.

Hank moved that Resist take action to respond to subpoenas of our records.

Robin’s friendly amendment: authorize staff to engage a lawyer as needed to consult and provide advice on what we should do in response to a subpoena for our records.

Abby: need advice on what we should do now.

Carol will continue to dialogue with the Rye Collaborative members.

Marc seconds Hanks motion as amended.

Passed with 1 abstention.

BREAK

General discussion of roles/goals of Resist, particularly technical assistance.

We looked at the Resist mission statement as a context for talking about Resist. Enthusiasm for our mission.

Landscape of Social Change Philanthropy: Carol presented and explained the graphic “ovoid” that places us in the universe of social change funding.

Map of National Technical Assistance: Abby presented and explained this graphic, which is based on information from the Resist Web site. Universe of “TA” centers as background for how/if we might change/increase our own TA role.

Question to think about: Would we fund travel for grantees to get to TA-type meetings?

Role of media as TA: Robin noted that social change funders are getting together on progressive media issues. MediaWorks as an example.

Hank: Do we want to use skills on the board for doing TA, with Resist paying for the travel?

Marc: Could provide funding for groups to get TA from other TA providers.

Robin summarized the TA we give now: informal, on the phone. Mostly to network grantees with others, give them places to get more money, and direct them to resources on the Resist Web site. A lot is help with grant writing.

Leila: We could identify key gatherings for Resist people to take part in.

Carol: With other funders, we could create a pool of money for grantees to get additional money to go to TA meetings.

Abby: TA is also books. Could create/expand links on Resist Web site to these resources. Could even be a bookstore of sorts, making some money selling such books.
Yafreisy: Wants to get more cross-grantee discussions, esp. in isolated areas.
Kay: Could set up ad hoc committee to review all these ideas related to TA.

Pam: Summarized what the board has done in the last four years about political discussions and goals in preparation for small group discussions of activities to implement goals.

Four organizations goals posted on the wall, along with 2 aspects of the political discussion (and 5 sub-points).
RESIST GOALS COMPILED BY RETREAT COMMITTEE

Goal #1
To foster leadership and to support the impact of the radical and progressive movements.
(various versions of this statement) Words to plug into above statement: facilitative leadership; collective leadership; organizing; grassroots power; capacity; mobilizing, grassroots power and to provide resources for Resist activists.

Key question: Where should Resist resources be put?

Goal #2
To provide a collegial and effective work atmosphere for staff, volunteers, and board members.
- Personnel policy revisit/use
- Common vehicles
- Committee chairs: leadership role regarding staff relations

Goal #3
To ensure that the staff and board have diverse involvement and expertise with progressive movement work in order to meet the needs of the organization.

Board Development Committee to bring ideas to full board for:
- Areas of knowledge/expertise of current board – put on web site
- Identify gaps and fill
- Recruitment and retention issues – how to nurture and keep
- Role of advisory board
- Involve board members actively in movement networking

Goal #4
To provide adequate funding for Resist program areas even as they expand.
- Expand fundraising
- Foundation money
- Board fundraising – 50 friends
- February/March issue
- House parties

Discussion around how to rephrase Goal #1: To foster leadership and impact of radical and progressive movements.

Question: Are these long-range goals or for this year? Long-range, but activities could be short range.

Discussion of reworded Goal #1 and how to might achieve it: “To provide resources for radical and progressive organizing to resist illegitimate authority.”

Brainstormed ideas for activities, which were posted.
Lunch

Cynthia took over facilitation. Pam had to leave.

Over lunch, board members "voted" by placing up to four dots next to ideas for activities.

### DOT LIST OF POSSIBLE ACTIVITIES

- Grant amount contingent on prioritized activity
- Fund innovative ideas that work to mobilize
- Translation of materials (2 dots)
- Re-examine our application form (4 dots)
- Be careful of how we and grantees frame and encourage leadership
- Listen
- More positive stories
- Success stories in newsletter
- Leadership development
- Where should Resist resources be put?
- Re-examine funding priorities
- Support movement infrastructure development
- Remember to persist and learn from our history (one dot)
- Evaluate our TA list for stale ideas (bring in someone to do this)
- Increase electronic means of communication (6 dots)
- Listen to our members
- Beef up TA – technical assistance initiative (8 or 9 dots)
- Board raises money (one dot)
- Political education (newsletter, web, ourselves)
- We network to learn
- We help networks
- Cross grantee conversations (10 dots)
- Self training in values
- Prioritize regions
- Do outreach to prioritized areas (6 dots)
- Work with groups at STEP #1
- Offer direction sensitively
- Make condition
- Expand fundraising
- Grow with our values
Grants: Target grants. Prioritize:
- resisting PA (one dot)
- immigrant rights (one dot)
- election year
- media (one dot)

Hank made a short presentation on values. He first spoke of several “stale ideas.” 1) That family values are their issue, not ours. 2) That U.S. is basically for human rights, except for a few slip ups. 3) That we are free, autonomous individuals. Rather, we are the sum of our roles in relation to other human beings, infinitely bound with one another. From this, he described two types of rights. First-generation rights are passive, basically achievable by letting people be. Second-generation rights, like health care, are active and can only be achieved by individuals acting together, not autonomously. Paying taxes, for example, to get money for schools. Can’t get to social justice by focusing on individual, first-generation rights, but it does work in reverse.

Summary of who is on each committee, with some reorganizing:

Communications: Payal joined

TA Ad Hoc Committee: Kay, Robin, Yafreisy, Becca

Board Committees:
- Board development – Carol, Marc, Becca and Cynthia
- Fundraising – Carol, Kay, Wec, Cynthia
- Finance – Pam, Robin and ?
- Personnel – Marc and ?
- Grants – Kay, Yafreisy, Leila, Kendra, Robin
- T.A. – Kay, Robin, Becca, and Yafreisy
- Executive – Pam, Marc, Hank, Robin

Committee chairs – leadership role re. Staff relations

Divided into three groups, with each group discussing Goal #1, plus 1 of the other three goals. Reported back after about 45 minutes.
TOP FOUR PRIORITIES (based on dots) and Report Back Ideas

1. Increase electronic means of communication (6)

   **Group 1:**
   - Bring in consultant to review communications and make recommendations. Communications Committee to consider

   **Group 2:**
   - Create list serve for colleagues and grantees; e-version of newsletter, more directly tied to web site. Communications Committee responsibility and report back on ideas.

   **Group 3:**
   - Re-vamp web site/make it fancy
   - Consultant
   - Staff training
   - E-newsletter
   - Down-size newsletter from ten to six per year

2. **Beef up T.A. (9)**

   **Group 1:**
   - All board generate wish list of t.a. ideas
   - New committee created to assess, evaluate, propose
   - Perhaps survey grantees

   **Groups 2 and 3:**
   - Consider TA grant (after regular grant)
   - Send notices to organizations such as Highlander
   - Conduct trainings across issues
   - Make follow-up money available
   - Create a list of approved TA providers
   - Use board and staff as resources (publicize through newsletter, etc.)

3. **Help networks, promote cross-grantee conversations (10)**

   **Group 1**
   - Survey grantees, make list of possibilities
   - Make contact list of grantees
   - Talk to funders regarding partnering
   - Investigate list-serve possibilities
Groups 2 and 3
- ID potential funders by March 1 to give Resist money to send to regional trainings
- ID Funding and training partners
- Create proposal for training and network grants
- Invite grantees to come to Resist

4. **Do outreach to prioritized areas (6)**

**Group 1**
- Make this a standing agenda item at each board meeting
- Look at staff procedures for outreach

**Group 2**
- Continue existing means of outreach
- Contact funders and grantees
- Send out cards in grant award packets
- Phone calls – ask grantees “who else?”
- Board/staff together
- ID by priority areas to increase outreach
- Make general support grants instead of project support

**Group 3**
- Special letter
- Ditto above

**Other**
- Translation of materials (**2 dots**)  
- Grant amount contingent on prioritized activity
- Fund innovative ideas that work to mobilize

None of the above DOT ideas were voted on. Committees to take next steps and bring to board. Executive Committee to review tasks, assignments, schedules, etc.

Discussion of possible change to doing only general support grants, not project grants. Not decided today. To Grants Committee to bring proposal to April board meeting.

Next steps: Marc will type up minutes, and Kay will type up the wall notes. Marc will them meld them and pass them back to Kay for polishing into a final "long-range planning document," with next steps.

Hank will prepare a cover letter to send the final document to Advisory Board members.

**Evaluations.**

**Blessing of the plan**

Adjourned at 4:00 p.m.
Memo
To: Executive committee
Fr: Kay for the Retreat committee
Dt: January 11, 2004
Re: Update from January 7 meeting

Next meeting: Wednesday, January 21, 2004 at 9:00 am at Resist.

Latest meeting held Wednesday, January 7, 2004. Attending were Nikhil, Cynthia, Yafreisy, Kay and Pam on the phone. Carol joined us to talk about the Advisory Committee question.

Advisory committee question: The retreat committee recommends to the exec. committee/board that Hans Konig and other members of the advisory be contacted asap (including by phone to make it more personal) and told straightforwardly that February’s retreat is for the Board/Staff only to finalize the work we’ve been doing over the past two years. However, there is an Advisory/Board meeting planned for later this spring 2004 – with a couple of alternative dates given for people to let us know what works for them. This commits us to a meeting with the advisory (which we actually do need to have anyway) and it allows us to meet without the advisory in February so that we can stay on track with our agenda and concerns. (It is important to add to our retreat agenda however the question of what the role of the advisory is/should be for Resist). Second, it is important to be diplomatic with Hans Konig and yet straightforward regarding our plans.

Update re. Retreat committee work:
Facilitator: Pam
Asst. Facilitator: we need a volunteer
Scribe: Marc
Second scribe: we need a volunteer

Materials in packet to be sent out January 29, 2004 to all board members (not advisory?):
- Draft long range plan (Kay and Pam will prepare)(Kay will call Pam over weekend)
- December 2002 meeting notes (staff)(lots of ideas, follow through, sort possible directions)
- Survey results (staff)
- External inventory/resource mapping (Pam, Carol, Abby) (a. funding world and b. social justice)

Thus board members will have a week (not too long not too short) to review and prepare.

Friday we’re at PRA from 6:00-9:00 PM
Saturday we’re at a student lounge in Simmons from 8:30-4:00 PM (please note time, some people thought we were beginning at 10:00 AM on Saturday)
(Dinner, light breakfast and lunch will be brought in.)

Overarching:
- Goals for Resist (draft - prepared beforehand and put on newsprint on the wall)*
- Program elements to reach those goals
- Implementation
*Proposed goals - up on the wall during entire retreat to be edited, added to, changed with program elements to reach those goals.

General areas of discussion for the weekend:
Networking discussion - include role of board of advisors
Communications - the e-world
Connection between internal (Resist) and external (Resist) (Internal direction as it relates to external world)
Programming

Long range plan
Compilation of notes (Marc’s - we have)
Draft plan (Kay, Pam will do)
Plan (retreat will complete) - this will be priority outcome of the retreat.

Friday night
Individual opportunity to talk about personal political vision and view of Resist’s role in the movement, structured through answers to questions prepared by the Retreat committee. These are in draft form but include something like:

- Think about the networks where you operate and their perceptions of Resist - what it is, what it does, what it should do.
- Personal mapping - where does your work/life/circle fit on the inventory map? Where are we connected as a board and where are we not connected?
- What would be the perfect fundable project for Resist?
- Words: What does it mean to be .... (radical, progressive) .... what do we mean by the (movement, other words)? ... what is (organizing...)?

Saturday:
9-12 (plenary but maybe break up into small groups towards end of morning session)
12:00-1:00: lunch
1:00-4:00: Final decisions around long range planning

Work to be completed: preparation of materials and packets; finalize questions for Friday night discussion; creation of proposed org. goals. Next meeting January 21, 2004 at 9:00 AM at Resist.
February 2004
Grant Decisions

Multi-Year

Renewals

1. **Coalition for Prisoners' Rights**
   - P.O. Box 1911, Santa Fe, NM 87504-1911
   - Mara Taub 505/982-9520
   - Funding for year two of multi-year general support for organization which supports prisoners, family members and others and seeks to challenge the social and economic injustice inherent in the criminal justice system.

   Decision: Full X Partial No Undecided Defer

   Comments:

2. **Water Information Network**
   - PO Box 4524, Albuquerque, NM 87106
   - Jaime Chavez 505/255-4072
   - Funding for year two of multi-year general support of rural organizing campaign to stop coal strip mines and uranium mining, oppose radioactive waste sites and work on border environmental issues in New Mexico and West Texas.

   Decision: Full X Partial No Undecided Defer

   Comments:

New

3. **Prometheus Radio Project**
   - P.O. Box 42158, Philadelphia, PA 19101
   - Anthony F. Mazza 215/727-9620
   - Funding for multi-year general support for an organization that fights for a more democratic radio dial by promoting access to the airwaves for grassroots groups, stopping corporations from monopolizing the media and building local free speech institutions.

   Decision: Full X Partial No Undecided Defer

   Comments:
   Great application. Given media consolidation and lack of access- seem to be engaged in important work. Clear goals and strategies. Seem to have made the right connections. Analysis is multi-issued.

4. **Youth Leadership Support Network**
   - P.O. Box 5372, Takoma Park, MD 20913
   - Doug Calvin 202/489-7892
   - Funding for multi-year general support for youth organizing network that focuses on violence prevention, arts, education, media, and training.

   Decision: Full Partial X No Undecided Defer

   Comments:
   Not a multi-year. Budget makes no sense. Need some guidance- link them to trainers. Youth work in the area is important so take a chance.
Regular

Community Organizing/ Anti-Racism

5. Alliance for Police and Community Accountability $1,500
c/o Western States Center, 310 SW. 4th #1140, Portland, OR 97204  JoAnn Bowman  503/957-4364
Funding for general support for a multiracial coalition pushing for systemic change in the culture of the Police Bureau, an effective citizen review process and a strong community voice in Community Policing.

Decision: Full _______ Partial _______ No _______ Undecided _______ Defer _______
Comments: 
Are trying to rebuild. Issue that now is mostly white leadership from a group that was formerly POC. Need a level of support during transition period. Claim that Portland is one of the only cities without citizen oversight of police is not true.

6. Ilé: Institute for Latino Empowerment $2,500
PMB #117, 200 Avenue Rafael Cordero, #140, Caguas, PR 00725 Raul Quinones-Rosado 787/712-5802
Funding for general support for organization which works to strengthen the leadership capabilities of Latino/a community organizers who struggle against oppression in their communities, and to foster grassroots organizing for community development and self-determination.

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

7. Peace and Justice Center of Southern Maine $1,000
1 Pleasant Street, Portland, ME 04101 Karen D'Andrea 207/828-8620
Funding for general support for organization that links individuals and groups concerned with peace, social justice and environmental issues in Southern Maine.

Decision: Full _______ Partial _______ No _______ Undecided _______ Defer _______
Comments: 
Are a resource- rather than an organizing group. Some value in the local area- but concerns about depth of reach. They have a lot of potential, but haven't used it so far.

8. Salem/Keizer Coalition for Equality $3,000
P.O. Box 4296, Salem, OR 97302  Annalivia Palazzo-Augulo 503/363-3909
Funding for general support to group which organizes and advocates for equality in education, human rights, and accountability from policy makers regarding justice based issues.

Decision: Full _______ Partial _______ No _______ Undecided _______ Defer _______
Comments: 
Good analysis. Diverse organization. Strong references. No critique of domestic education policy in the No Child Left Behind Act. Ask them to address.
9. Syracuse Peace Council
924 Burnet Avenue, Syracuse, NY 13203  Andy Mager 315/472-5478
Funding for the Social Justice Skill-Sharing Project which will help activists learn skills needed to organize effectively for peace and social justice.

Decision: Full  Partial  x  No  Undecided  Defer
Comments:
Been around a long time. Broad support.

10. Worcester Homeless Action Committee
P.O. Box 30125, Worcester, MA 01603 Dave McMahon 508/799-9389
Funding for general support for an organization working to increase city-wide awareness about the shortage of housing for low-income communities.

Decision: Full  Partial  No  Undecided  Defer
Comments:
Not eligible until April for consideration.

Economic Justice

11. Athens Living Wage Coalition
P.O. Box 1225, Athens, GA 30603-0365 Maria Tucker 706/543-4115
Funding for a public education campaign on the need for a living wage in Athens-Clarke County and to mobilize low-wage workers and others to push for passage of a living wage ordinance.

Decision: Full  x  Partial  No  Undecided  Defer
Comments:
Good links with other groups in Georgia. In a very conservative area. Seem to be diverse.

Environmental

12. Citizens Awareness Network
P.O. Box 83, Shelburne Falls, MA 01370 Debbie Katz 413/339-5781
Funding for the "Communities Under Attack" campaign, to address the targeting of reactor and waste communities for nuclear contamination and enable these communities to work together to protect themselves from the industry's initiatives to site waste dumps, re-license reactors and build new nukes in their areas.

Decision: Full  x  Partial  No  Undecided  Defer
Comments:
Some confusion over role of CAN versus that of chapters. Who has control over success. Not very racially diverse. Have had a big impact in area around nuclear issues. Make connections between local area and "downstream" partners (e.g. final resting places of nuclear waste from local reactors).
Gay/Lesbian/Bisexual/Transexual

13. A Slice of Rice
93 Mass. Avenue 3rd Flr., Boston, MA 02115 Alexis Khanh Huynh 617/266-3349
$3,000
Funding for general support for an organization which works to increase the visibility of API queer youth and to engage youth in a political analysis which links the issues of race, sexuality, class and gender.

Decision: Full x Partial No Undecided Defer

Comments:
For general support, not the conference. [Original request: Funding for "The World is Yours," a gathering of youth of color to engage in a critical dialogue and action-oriented activism based on issues affecting their communities.]

Labor

14. San Lucas Workers Center
2914 W. North Avenue, 3rd Floor, Chicago, IL 60647 Daniel Giloth 773/419-7335
$2,000
Funding for the Day Labor Organizing Committee which uses direct action, community pressure, press exposure and policy work to force day labor agency owners to stop abusive practices.

Decision: Full Partial No Undecided Defer

Comments:
Is this more than a one man show?

15. Women's Institute for Leadership Development- WILD
33 Harrison Avenue, 4th Floor, Boston, MA 02111 Dale Melcher 617/425-0520
$3,000
Funding for general support for organization which seeks to address sexism and other issues of oppression within the labor movement and to build democratic unions.

Decision: Full x Partial No Undecided Defer

Comments:
Important to help them get back on their feet. Work is still necessary and can be achieved by volunteers in the short run.

Media/Culture

16. Civic Media Center and Library, Inc.
1021 West University Avenue, Gainesville, FL 32601 Barry Sawicki 352/373-0010
$2,500
Funding for staff salary for organization that serves as a hub and community meeting space for activist groups in Gainesville.

Decision: Full Partial No Undecided Defer

Comments:
Some concerns about diversity. Impressive list of accomplishments.
17. Thin Air Community Radio $3,000
31 West Main Street, Suite 340, Spokane, WA 99201 Lupito Flores 509/747-3807
Funding for general support for a low-power FM radio station in Spokane, Washington to organize minority communities in a conservative area to produce progressive programming.

Decision: Full  X  Partial  No  Undecided  Defer

Comments:
Important given consolidation of media resources. Not just programming, but training and analysis. Very conservative area- bordering on militia strongholds. Good way to get information to the Latino community.

18. Boston Coalition for Palestinian Rights $3,000
P.O. Box 2433, Harvard Square, Cambridge, MA 02238 Nancy Murray 617/292-6308
Funding for the Boston Area Working Group on the Wall project, which seeks to educate the public on Israel's "Apartheid Wall" as part of an international "Stop the Wall" campaign coordinated by Palestinian-based NGOs.

Decision: Full  X  Partial  No  Undecided  Defer

Comments:
Louis Kampf, Leila Farsakh and Nancy Murray are long-time Middle East activists. A project of the Boston Committee on the Middle East. Good collaborations and analysis. Give a Salzman grant.

19. Alternatives to the Military $1,000
3045 Woodsdale Blvd, Lincoln, NE 68502 Ruth Thone 402/421-2855
Funding for general support for organization which works in local high schools to counter military recruitment propaganda.

Decision: Full  X  Partial  No  Undecided  Defer

Comments:
Seem to be an underachieving group given the level of work proposing and the length of their existence. With new members- should be able to do more. In a tough area to organize. One of only groups doing the work.

20. Break the Chains
P.O. Box 12122, Eugene, OR 97440 Lydia Bartholow 541/344-7690
Funding for general support for organization that provides aid to political prisoners and works to abolish the current prison industrial-complex.

Decision: Full  No  X  Undecided  Defer

Comments:
No real organizing component. Mostly university people involved- not clear they are reaching out into the community. Conscious of the need to do that- but not clear they can pull it off. Most effective at aid to political prisoners.
Women

21. 9 to 5 Colorado $3,000
655 Broadway, Suite 400, Denver, CO 80203 Linda Meric 303/628-0925
Funding for the Election Connection project to increase the participation of low-wage/low-income Colorado women if the electoral process.

Decision: Full x Partial _____ No _____ Undecided _____ Defer _____
Comments: Very diverse. Analysis is great. Able to reach out to broad base communities. They primarily have foundation funding. Need alternative sources?

22. Georgians for Choice $3,000
P.O. Box 8551, Atlanta, GA 31106 Errin Vuley 404/532-0022
Funding for The Access Project which networks the reproductive health community in order to increase women's ability to access reproductive health services and serves as an organizing hub for Georgia's reproductive rights community.

Decision: Full x Partial _____ No _____ Undecided _____ Defer _____
Comments: Clear goals. Good analysis.

23. Speak Out Sisters! $1,500
P.O. Box 10737, Minneapolis, MN 55417 Samantha Smart 612/722-5998
Funding to organize four WomanPower Convergences in 2004 to unite women across issues to develop a collective analysis of patriarchy as the root of systems of oppression and to strategize tools for dismantling.

Decision: Full _____ Partial x No _____ Undecided _____ Defer _____
Comments: Deep in consciousness raising- but not in to organizing. Rhetoric- but good political analysis.

Youth

24. Alaska Youth for Environmental Action (AYEA) $2,500
750 West 2nd Avenue, Suite 200, Anchorage, AK 99501 Polly Car 907/339-3907
Funding for the Civics and Conservation Summit, an intensive training event for emerging student environmental leaders which will provide the skills need to navigate government process and take an active role in the environmental decisions affecting Alaska.

Decision: Full _____ Partial x No _____ Undecided _____ Defer _____
Comments: An impressive list of accomplishments. Are making more connections between issues.
Total Number of Grants: 20 regular grants; 4 multi-year grants; 0 emergency grants; 0 loans; 13 not on agenda
Total Amount Requested: $68,000
Total Allocation for Cycle: $52,000
Total Grants: $45,000 regular grants; $9,000 multi-year grants; $0 emergency grants
Total Loans: $0
Total Allocated: $54,000
Total # of Grants Allocated: 19 regular grants; 3 multi-year grants; 0 emergency
Total # of Loans: 0
Total # of Grants and Loans: 22
Not On Agenda

1. American Indian Religious Rights Foundation (AIRR)
P.O.Box 462, Hill City, SD 57745 Jean Correa 215/462-4178
Funding for general support for an organization working to protect and secure the religious rights of Native peoples inside the U.S, especially those involved in the criminal justice system.
Reason: No connection to the broader prisoners rights movement. Mostly service. No answer to Q. #10. No members of the staff identify as Native American and only one person connected to the program (a board member) identifies as Native American.

2. Coalition to Stop Genetically Engineered Trees
830 Maplehurst Court, Knoxville, TN 37902 David Orr 865/544-5892
Funding for group that seeks to build resistance to genetically engineered trees, including a global ban on research and commercial use of genetically engineered trees.
Reason: Poorly written application. Single issue only no broader analysis. Very white organization. Recently switched coordinators and cut ties with ASEJ (Resist grantee).

3. Diversity & Distinction Magazine $3,000
c/o Harvard College, Cambridge, MA 02138 Stefanie Plant 617/493-4309
Funding for general support of the student run magazine Diversity & Distinction which examines progressive issues.
Reason: No organizing. Should be able to get funding from Harvard given more "liberal" stance of articles. No off campus affiliations.

4. Educational Network for Global and Grassroots Exchange (ENGAGE)
P.O. Box 336, Surry, ME 04684 Kaia Peterson 207/374-5740
Funding for general support for organization which initiates global, local and personal connections to address globalization, sustainability, and economic justice.
Reason: Primarily a connection between people in the US and Thailand. Initiated by students in a study abroad program. Unclear where collaborations occur and how organizing happens after study semester is over. Jasmine Rice Project is a start, but unclear how they can manage this campaign. Answer to #10 is poor. Not much Thai representation in group. Almost all board and active members are white.

5. Global Justice Ecology Project
P.O. Box 412, Hinesburg, VT 05461 Anne Petermann 802/482-2689
Funding for an "Eco-Bloc" march against the World Bank on it's 60th anniversary in protest of the ecological devastation caused by World Bank funded projects.
Reason: New organization, but long term organizers Anne Petermann and Orin Langelle are a part of it. Unclear number of members and roles they play. Come back when more established.

6. Incite! Women of Color Against Violence
133 Edenwood Drive, #103, Ann Arbor, MI 48103 Andrea Smith 734/231-1845
Funding for the Sister Fire multi-media tour that will use a range of artistic expressions as a means to address violence against women of color.
Reason: Not clear what happens after the tour and how it facilitates organizing. Most of project and annual budget is for travel. Budget for 2004, including tour, is $170,000. Good analysis of issue. Get Ford and Ms. Foundation money.
7. Latin American Action Coalition  
2161 Massachusetts Avenue, Cambridge, MA 02140  Mario Davila 617/661-6130  
Funding for the New England Latin American Solidarity Organizing Conference, which will address social and economic justice issues affecting Latin America and Latin American immigrants in New England.  
**Reason:** No information on the conference and events. Diversity chart—which is only the Executive Committee—indicates that membership is majority white. Come back after the conference is over for next steps.

8. Middle East Cultural Exchange  
27 Arlington Court, Burlington, VT 05401  Nancy Farrell 802/865-3730  
Funding for a national public education tour of members of the Al-Rowwad Cultural Center Children's theater group from the Aida refugee camp in Bethlehem.  
**Reason:** Issue which needs public education, but no evidence that the tour will lead to action. Project is designed as a fundraising tool for the refugee camp. Most of request is travel related. Tour is co-sponsored by University of Vermont.

9. NARAL ProChoice Connecticut Foundation  
135 Broad Street, Hartford, CT 06105  Cynthia Lemek 860/524-1086  
Funding for an outreach project to recruit attendance at the March for Freedom of Choice in April 2004 which will attempt to show the depth of popular support for abortion rights in the US.  
**Reason:** White organization in a city with large communities of color. Been a problem in the past and no clear outreach to address the issue. Weak answer to #10. Unclear what happens after the march. Mainstream references.

10. Protecting and Restoring Oregon Wildlands Project (PROWL)  
543 NW Florida Avenue, Bend, OR 97011  Lisa Blanton 503/283-7769  
Funding for an Education and Community Outreach (ECO) Initiative, which will raise public awareness of the areas needing protection east of the Cascades.  
**Reason:** Seems to be a one-person show. Problematic answer to question 10.

11. Swords Into Plowshares Peace Center  
2101 Wilbur, Kalamazoo, MI 49006  Trina Tocco 269/344-4076  
Funding for general support for a a community and student group working to increase social justice organizing among the student population.  
**Reason:** Claim they do work with students of color- but almost all white organization. Come back at another point.

12. Tallahassee Equality Action Ministry  
P.O. Box 5923, Tallahassee, FL 32314  Diana Bell 850/224-2100  
Funding for the Listening Process, a project to enlist church leaders to have conversations with their congregation to identify community concerns.  
**Reason:** Answer to Q. #10 indicates do not take stands on politically charged issues (e.g. gay marriage, reproductive rights, etc.). Not clear what happens after the project is over. Are racially diverse.

13. The Wire  
P. O. Box 571, Athens, OH 45701  Malcolm Meyer 740/589-5111  
Funding for a community resource collective that seeks to provide a space for public education and social change.  
**Reason:** Poor answer to q. 10. No real specificity with regard to the Program components. No organizing links apparent. Unclear how will facilitate organizing. Mostly a library, computer access and some events.
Present: Becca, Marc and Carol

1. Board of Advisors

Marc reaffirmed that he will draft a letter to present at the April Board meeting, addressed to the Board of Directors and Board of Advisors. The letter will focus on the role of the BOA, including a possible summer meeting of both groups. It will suggest a range of possible functions and ask for feedback on what members consider realistic levels of participation. The letter (after feedback from the April Meeting) will be send out to the BOA with the minutes from that meeting.

2. Recruitment

The committee reviewed the current skill sets of the Board and expressed general pleasure with the broad range and depth currently represented.

The policy of recruiting 2 of 3 members of color, with emphasis in the Latino/a and Africa-American communities, still remains. Within that guideline, the following skill areas were identified:
* Financial and Investment background
* Labor and Union organizing experience
* E-organizing and web design experience

Additional areas of interest for recruitment include: Global economics/globalization, AIDS/Disability activism, Native/Indigenous rights and Youth.


To facilitate discussion and ease potential work overload, the BDC recommends the following policy:

For Grant Allocation meetings with 30 or more applications to review, Board members would read the entire set of application, concentrating on reading in depth applications as follows:
  * Members with last names beginning A-L: Read odd numbers
  * Members with last names beginning M-Z: Read even numbers

This proposal will be presented for discussion and vote at the April 2004 meeting.
4. Check-in On Mentoring

At present, Becca is mentoring Payal. Becca has left telephone and e-mail messages, and will contact her again once the Grant Packet is sent to review reading strategies.

5. Committee Review

This was taken care of at the Retreat. A full list of committees and members should go out in the next Board Packet.

6. Political Discussions.

About 2-3 years ago, the Board voted to begin each meeting with a brief political discussion, to be led by different members of the board based on their travels, interests and expertise. We postponed those discussions during the Long Range Planning process. Now that we are done with LRP, we should determine if we will resume political discussions. The BDC will send a request to the Executive Committee to reserve 30-45 minutes on the agenda for political discussion. The April meeting could focus progressive campaigns around the Political Conventions. Possible facilitators could include Payal, Hank or Carol. We will also ask for suggestions for future topics and facilitators at the April meeting.
Oh, e-mail! For many individuals and organizations, e-mail has transformed both the quantity and quality of human communication. Simultaneously intimate and public, e-mail is a daily symbol of the potential and danger that technology promises. To some, e-mail is a simple and sublime medium to communicate in the modern world. To others — and often the same people — it is a reviled and bottomless pit of unwanted spam that infuriates and frustrates.

Nonprofit organizations of all sizes and budgets are exploring how to integrate e-mail into a comprehensive communications and fundraising strategy. Some are far along the road of doing so; others are just starting out. This article provides an overview of why and how to use e-mail in your fundraising program.

THE BENEFITS OF E-MAIL

E-mail is a flexible and easy-to-use medium for both the sender and the receiver. E-mail is important precisely because it's regular, constant, and often the way most people engage with the Internet. It's fast, cheap, easy to use, and informal. There's also that quality of its being "viral" — that is, e-mail is content that's easy for your readers to pass on by forwarding. As many organizations can attest, this can exponentially expand your network and reach.

E-mail brings immediate response, allowing us to gauge how well we're reaching our constituencies. The benefits of that immediacy goes both ways: now your community can have more access to you and provide the gold of any good relationship: a dynamic feedback loop.

E-mail can also provide content in its own right. The voice, style, presentation and format are all critical to your success. E-mail is fast, but that doesn't mean that you can jot off e-mails without foresight and the help of an editor.

Recently, one organization, MoveOn.org, has demonstrated how effective the personal e-mail voice can be. MoveOn has a database of two million e-mail subscribers, but each mailing they send feels as though it's written to just the reader receiving it because each communication is written in a direct, simple, clear and personal voice. One way they achieve this is by keeping each e-mail focused on one central thought.

The same virtues of e-mail also highlight its limitations. While it's fast and easy, it's also rather "disposable," as it's easy to delete. The very quality of immediacy can negate its power and impact. When sending e-mail, we are dealing with the dreaded domain of unwanted e-mail or "spam," a sensitive issue for many e-mail users.
That "send" button warrants perhaps more caution and respect before we use it. From a communications point of view, it's important to be sensitive to when it's appropriate to use e-mail, and when the phone or regular post mail is better. From a communications point of view, it's important to be sensitive to when it's appropriate to use e-mail, and when the phone or regular post mail is better.

INTEGRATE E-MAIL INTO YOUR FUNDRAISING MIX

There are several reasons that e-mail should be seen as the foundation, or basic unit, of your online fundraising practices and strategy. The key to understanding e-mail — and leveraging it to suit your needs — is to recognize how it gracefully complements all aspects of your communications — from your website to the forms people fill out when they mail in a donation and the ways you ask for donations. Simply stated, e-mail is now a vital part of all of your outreach and communications.

E-mail can complement your fundraising efforts by enabling you to create campaigns, conduct seasonal fundraising, and work across mediums by integrating it with your other fundraising strategies, including direct mail, web, phone, face-to-face solicitations, and events.

E-mail can be effective at augmenting some of your current fundraising practices. For example, you may choose to send an e-mail newsletter at the same time that you're mailing a direct mail appeal, or send a personal e-mail "thanks" after you've made a phone call. More and more, supporters and donors are becoming comfortable with being contacted in multiple mediums. E-mail is now ubiquitous enough that you can even make the "ask" in e-mail. Asking for financial support via e-mail is most effective when that donor originally donated via your website.

In all these instances, the idea is to use e-mail to cultivate dynamic, strong relations with your donors — and prospective donors.

HOW TO USE E-MAIL TO EXPAND YOUR DONOR RELATIONSHIPS

There are three major formats to reach your members or prospective members through e-mail: e-newsletters, action alerts, and donation appeals.

Publish a Regular e-Newsletter to Reach Out and Touch People

The e-newsletter is arguably the most effective use of e-mail at this time. It's malleable, dynamic, and easy to produce. The e-newsletter is where using e-mail shines. You can keep your community in the loop, present a personal and branded mode of communication, conduct a very efficient and inexpensive method of regular updates, and get as fancy or plain as you want to.
One common e-newsletter formatting question for organizations concerns the "plain text or HTML" issue. HTML stands for "Hypertext Markup Language," which is the basic programming language for creating web pages. HTML when in e-mail enables messages to appear with complex formatting of fonts, columns, and embedded images.

There are increasing numbers of inexpensive tools to use to create your own HTML e-mail template, and several Internet vendors specialize in HTML e-mail creation and delivery (see sidebar on page 11 for a list of vendors). Recent studies demonstrate that recipients receiving messages in HTML are more likely to pass the message on and to "click-through" to the organization's website.

However, not everyone has the kind of sophisticated e-mail application required to view HTML. Fortunately, most vendors who send e-newsletters use what's called an "HTML sniffer," a feature that automatically substitutes a plain-text e-mail message if the recipient's e-mail program cannot handle HTML. Keep in mind, too, that the more graphically fancy your newsletter is, the longer it takes to download regardless of the e-mail application.

Use the "Action Alert" Model to Mobilize Supporters

The action alert is perhaps the first real application of e-mail by nonprofits, beginning with simple text e-mails circulating among lists of affinity groups and communities. The action alert has evolved, thanks to the advancements in vendor technology, to provide more leverage and options for how you choose to mobilize your constituencies.

For example, you can now efficiently target action alerts to specific individuals by narrowing your list by any of your database fields, such as zip code, state, or issue interest. Technology also allows you to create follow-up e-mails based on previous responses to earlier action alerts. So, for example, you might filter your list by all the people who sent faxes from your website last month.

Don't Fear Using E-mail to Make a Direct Appeal for Donations

Most donors give simply because they're asked. It's that simple. E-mail can be effectively used for donation appeals. E-mail tends to work best when it's used as part of a coordinated effort across multiple mediums. For example, you may be raising money to send a delegation to the state capital by conducting a variety of fundraising activities, such as house parties, a print mailing, and a phone campaign. Adding an e-mail component to this campaign and encouraging people to forward the e-mail to five friends will help spread the word and tie in well to the other activities.

Other occasions that work well for e-mail appeals are seasonal occasions, such as an annual fund drive, an awards dinner, or a holiday. Again, online fundraising works best when it's coordinated with a real-world activity.
MoveOn.org is a vivid case study in how personal, direct, and simple e-mail solicitations can work. MoveOn follows a few basic guidelines that ensure their success: they solicit on rare occasions that tie in with real-world urgencies (such as the invasion into Iraq); they make the pitch transparently clear and tied to a specific campaign; and they communicate with clear language and from a distinct person.

HOW TO GET MORE FROM E-MAIL

There are several other uses to which you can put e-mail.

Use E-mail to Drive Traffic to Your Website

E-mail notices are particularly effective at getting your e-mail reader to visit your website. If your organization’s website is rich in resources and content, with frequent changes or additions of information, you can use e-mail notices to inform people when you have made updates to your website.

Specific update e-mails can be a simple and quick way to drive traffic to your website, while providing a service to your community. This is also a good way to use your e-newsletter, as it can provide hyperlinks to new content on the website.

While your website is extremely important, it's vital to view your e-mail and website as integrated and working together. View e-mail as the outreach aspect of your website and your organization's content; it's what goes out, and on the website is where the substantial content resides. E-mails are tasters, reminders — ideally used for short messages, time-specific items, and action prompts.

The e-mail should drive traffic to your site with links. Using technology to track your e-mail "click-throughs" allows you to measure how well your e-mail efforts are working (see sidebar). When you send an e-mail out, how is the traffic to your site affected? If you don't see a rise in traffic, how can you modify your e-mail messaging to enhance traffic?

Segment Content to Communicate Better

Many organizations decide to tailor their e-mail messaging to their various constituencies and communities. If your organization has lots of rich content to share, it's extremely effective to package this content to specialized lists.

For example, the nonprofit think tank Redefining Progress begins with a simple link on their homepage that the reader can click to receive electronic updates about the group's work. The visitor is taken to a sign-up page where they can select from a menu of newsletters based on issue areas. This enables Redefining Progress to segment their list based on issue area, while learning more about their community and catering to the distinct needs of their diverse constituencies.
What does this have to do with fundraising? Everything. Stronger traction with your members and community through more personalized communication translates into higher yields when it comes time for fundraising. It also increases the value to the reader of participating in the organization.

Evaluate Your E-mail Effectiveness

It's essential to evaluate your e-mail practices continually to gauge their effectiveness and whether you are meeting your desired outcomes. Assembling a profile of your e-mail practices can inform decisions about features like formatting, content, and timing.

Measure the number of new e-newsletter subscribers and the number of unsubscribers every month, charting them in a spreadsheet. When you notice spikes in either subscriptions or unsubscriptions, look at what was happening with your e-messages during that time to identify how your approach is working and what may need to be modified.

Many e-mail vendors used for sending electronic newsletters have built-in features for tracking whether the e-mail is received, opened, and whether the recipient clicked through to your website or took some other action, such as forwarding the e-mail to others. You will find this information to be enormously valuable — and it's exciting to have such a "live" reading of how people are responding to your communications. E-mail is one of the few mediums that can allow you to do that.

Use E-mail Respectfully

Issues of privacy are increasingly important for people on both sides of the e-mail screen — the sender and the receiver. Therefore, when you ask for people's e-mail address, let them know exactly what you intend to do with that information.

The most important things to make clear in a first e-mail are whether or not you will share their e-mail address with other partners, how people can unsubscribe ("optout"), and how people can contact you with complaints.

The last thing you want is for people to feel you are abusing their e-mail address. This fear can be easily avoided by making your practices and intentions transparent from the get-go. A good method is to create a privacy statement on your website that people can review when they sign up or give you their e-mail address.

Avoid Spam Filters with Effective Practices

After all your work, you need to know how to avoid having your lovingly crafted e-newsletters and other e-mail communiqueAs relegated to the "trash" bin by a spam filter. Spam filters are programs e-mail users can set up that automatically delete e-mail messages according to criteria the user establishes.
A large factor in avoiding having your message deleted has to do with the From, To, and Subject lines in your e-mail communications. The "From" line should clearly identify your organization so that there is no doubt in the recipient's mind about who the e-mail is from. The "To" line should show the name of one recipient, rather than a "suppressed list." The "Subject" line should identify the e-newsletter and maybe the issue date.

For example, each e-mail from MoveOn.org comes from one of their staff, and this name appears in the From: line in the e-mail, thereby reducing the likelihood of interpreting their e-mails as spam.

Collect E-mail Addresses Everywhere You Can

Does your website offer a box where the visitor can enter their e-mail address to receive further information by e-mail or subscribe to an e-newsletter? When people join your organization, whether by postal mail or online, is there an e-mail field to enter?

Collect e-mail everywhere, both online and off. An e-mail address is a basic piece of data about your donor, member, supporter, or affiliate. Therefore, you want to do everything in your power to make sure you have this data.

Do an inventory on how you collect data and information about your prospective supporter. There should be a sign-up option on all your website pages and on all your giving forms, phone calls, mailings, at all events — in other words, at every opportunity.

While you're collecting e-mail addresses, be sure to have people also give their full name, postal address, zip code, and possibly interests. It's also useful to know how they found their way to your organization.

E-MAIL IS ABOUT CULTIVATING RELATIONSHIPS

Using e-mail for fundraising is much more than literally soliciting for support. It's about cultivating relationships, keeping the feedback loops intact, and thereby ensuring a stronger base of support. E-mail is a versatile tool that can be leveraged to greatly enhance — and complement — all aspects of donor and member relations.

Once this broader picture is firmly in place, it may become more evident how each aspect of how your organization uses e-mail can be linked to your overall fundraising efforts. The range is wonderfully broad: from collecting e-mail addresses on your website to a carefully executed online fundraising campaign that uses e-mail as its central vehicle. As a core component of a broad stakeholder communications strategy, e-mail can be the glue to hold your donor relations together and create traction in your communications to yield wonderful results.

Finally, e-mail is not intended to be a substitute for "live" relationships — meeting with your donors and other supporters, whether one-on-one or in group settings. What e-mail
Executive Committee Minutes
1/12/04

Present: Marc Miller, Hank Rosemont (½ meeting), Pam Chamberlain, Robin Carton (minutes)

Retreat

Attendance by Advisory Board members: The Retreat will be for Board members. There was consensus that it would be important to find a way to include Advisory Board members in the on-going process. Hank suggested that we attempt to have a joint Board/Advisory Board meeting by June at the latest- in light of the current political climate and elections. Marc will take the matter to the Board Development Committee. The role of the Advisory Board will also be discussed at the Retreat as part of the Networking section.

Pam reported that the Committee is well on its way and has a good handle on things (see the memo and goals attached). A packet of materials will go out about a week before the Retreat to all Board members.

Next EC Meeting
The next meeting will be on Wednesday March 24th at 3:30.

Board Development Committee
Next meeting is Thursday January 15th. They will be looking at issue of recruitment- there are divergent opinions at this time (now is not the time to bring on new members, now is the time to do so). They will be discussing how mentor process is working and general Board health. Payal has been accepted as a Board member.

Personnel Committee
The Committee will make a raise proposal to the Board as an ongoing policy decision. The Committee will also look at raises for the staff and a possible bonus for long-time intern Jean Smith.

Yafreisy's six month evaluation is due. Marc will remind Board members to check in with any comments, concerns or questions. Assuming there are no objections, the first item on the Agenda at the Retreat will be to vote her in as a Board member so that she can fully participate for the rest of the meeting.

Fundraising Committee
The House appeal is still coming in. No new appeals are planned until the end of February beginning of March.

Finance Committee
The December donations came in quite well. ~$177,000 received. Budget goal was $461,150. Total for year was $461,850. The audit is on February 22 and 23rd. Preparations are on target. The new bookkeeper, Sue Pors, is working out quite well and has begun the transition to Quickbooks Pro.

Grants
The Technical Assistance Guide is being finalized and will then go up on the web. The Committee will meet this week to weed out proposals. The grant awards will be done at 4:00 on Friday before the 6:30 start of the
Retreat. All are invited to attend.

Communications Committee
 hasn’t met yet.

Staff
 Board/Staff lunch will be postponed until after the Retreat. No issues needed immediate attention.

Committee Membership
 At the Retreat, people will be asked to either commit to their current committee or think about selecting a new one.

Items to Discuss
 1. Vote on Yafreisy’s Board membership Retreat
 2. Report on Income/Finances, including staff raises and a bonus for Jean Retreat
 3. Personnel Committee recommendation on raise policy April Meeting
 4. Committee assignments Retreat
 5. Grant Awards Friday of Retreat

Memo
To: Executive Committee
Fr: Kay for the Retreat Committee
Dt: January 11, 2004
Re: Update from January 7 meeting

Next meeting: Wednesday, January 21, 2004 at 9:00 am at Resist.

Latest meeting held Wednesday, January 7, 2004. Attending were Nikhil, Cynthia, Yafreisy, Kay and Pam on the phone. Carol joined us to talk about the Advisory Committee question.

Advisory committee question: The retreat committee recommends to the exec. committee/board that Hans Konig and other members of the advisory be contacted asap (including by phone to make it more personal) and told straightforwardly that February’s retreat is for the Board/Staff only to finalize the work we’ve been doing over the past two years. However, there is an Advisory/Board meeting planned for later this spring 2004 — with a couple of alternative dates given for people to let us know what works for them. This commits us to a meeting with the advisory (which we actually do need to have anyway) and it allows us to meet without the advisory in February so that we can stay on track with our agenda and concerns. (It is important to add to our retreat agenda however the question of what the role of the advisory is/should be for Resist). Second, it is important to be diplomatic with Hans Konig and yet straightforward regarding our plans.

Update re. Retreat committee work:
Facilitator: Pam
Asst. Facilitator: we need a volunteer
Scribe: Marc
Second scribe: we need a volunteer

Materials in packet to be sent out January 29, 2004 to all board members (not advisory?)

Draft long range plan (Kay and Pam will prepare) (Kay will call Pam over weekend)
December 2002 meeting notes (staff) (lots of ideas, follow through, sort possible directions)
  • Survey results (staff)
  • External inventory/resource mapping (Pam, Carol, Abby) (a. funding world and b. social justice)
Thus board members will have a week (not too long not too short) to review and prepare.

Friday we’re at PRA from 6:00 - 9:00 PM
Saturday we’re at a student lounge in Simmons from 8:30 - 4:00 PM
(please note time, some people thought we were beginning at 10:00 AM on Saturday)
(Dinner, light breakfast and lunch will be brought in.)

Overarching:
• Goals for Resist (draft - prepared beforehand and put on newsprint on the wall)*
• Program elements to reach those goals
• Implementation

Retreat Committee

Suggested Goals for Resist 2004-2009

* To expand Resist's visibility and impact in the progressive movement
  e.g. of objectives:
  a) specify and adequately fund our program areas
  b) clarify Resisters' roles
  c) determine strategies for increasing impact in each program area

* To strengthen Resist's grantmaking capacities

* To provide a supportive work atmosphere for staff, volunteers, and board members

To expand the Board's and staff's expertise and connections with progressive movement work
Executive/LRPC Agenda
January 12, 2004

3:30 p.m. at Resist

Retreat/Program/Political Discussion/LRPC
Committee: Kay (chair), Yafreisy, Hank, Kendra, Leila
Discuss anything from the Retreat Committee
Discuss Hans Koning's question re: advisory board members at retreat
Review board items that need attention before April board meeting and plan to address them.

Schedule next EC meeting

Board Development
(Carol, Becca, Marc, Cynthia)
Check in: recruitment, advisory board, mentors, board health

Personnel
(Hank, Marc)
Check in:
Need to check with Leila on whether she will join
Yafreisy's six-month evaluation.
Made request to finance comm. for info. re: possible raise/bonus policy

Fundraising
(Kay, Carol, Wec)
Check in.
New members?

Finance
(Pam, Robin, Abby, Nikhil, Yafreisy)
Check in:
Budget
Audit

Grants
(Robin, Yafreisy, Kay, Kendra, Leila)
Check in: TA manual for web site

Communications
(Ty, Hank, Carol)
Check in
New members? Nikhil?

Staff
Check in
Bd/Staff lunch

Adjourn Executive Committee Meeting
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Fr: Kay for the Retreat committee
Dt: January 11, 2004
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(Dinner, light breakfast and lunch will be brought in.)

Overarching:
• Goals for Resist (draft - prepared beforehand and put on newsprint on the wall)*
• Program elements to reach those goals
• Implementation
*Proposed goals - up on the wall during entire retreat to be edited, added to, changed with program elements to reach those goals.

General areas of discussion for the weekend:
Networking discussion - include role of board of advisors
Communications - the e-world
Connection between internal (Resist) and external (Resist)(Internal direction as it relates to external world)
Programming

Long range plan
Compilation of notes (Marc’s - we have)
Draft plan (Kay, Pam will do)
Plan (retreat will complete) - this will be priority outcome of the retreat.

Friday night
Individual opportunity to talk about personal political vision and view of Resist’s role in the movement, structured through answers to questions prepared by the Retreat committee. These are in draft form but include something like:

- Think about the networks where you operate and their perceptions of Resist - what it is, what it does, what it should do.
- Personal mapping - where does your work/life/circle fit on the inventory map? Where are we connected as a board and where are we not connected?
- What would be the perfect fundable project for Resist?
- Words: What does it mean to be .... (radical, progressive) .... what do we mean by the (movement, other words)? ... what is (organizing...)?

Saturday:
9-12 (plenary but maybe break up into small groups towards end of morning session)
12:00-1:00: lunch
1:00-4:00: Final decisions around long range planning

Work to be completed: preparation of materials and packets; finalize questions for Friday night discussion; creation of proposed org. goals. Next meeting January 21, 2004 at 9:00 AM at Resist.
Retreat Committee

Suggested Goals for Resist 2004-2009

* To expand Resist's visibility and impact in the progressive movement
e.g. of objectives:
   a) specify and adequately fund our program areas
   b) clarify Resisters' roles
   c) determine strategies for increasing impact in each program area

* To strengthen Resist's grantmaking capacities

* To provide a supportive work atmosphere for staff, volunteers, and board members

* To expand the Board's and staff's expertise and connections with progressive movement work
Finance Committee Meeting
March 15, 2004

Present: Nikhil Aziz, Pam Chamberlain (chair), Wenda Tai, Robin Carton, Yafreisy Mejia

The Committee welcomed Wenda Tai as a new member.

Sue Byors
Sue is the Bookkeeper who began in October and has been coming once a week since then. She has cleaned up errors made by previous bookkeeper Judy Kulekowsky.

Sue is working to complete the transition from Peachtree to QuickBooks. This includes creating a new Chart of Accounts, bringing over prior balances and developing reports. Hopefully this will be completed in the next few weeks. At that point she will return to once a month office visits.

Audit Recap
Linda Smith has completed most of the audit and should have the draft Financial Statements in the next few days. She was very pleased with the information provided to her by Sue Byors. She felt it was detailed and accessible. Last year Linda needed to spend a significant amount of time checking and cross checking numbers given to her by Judy. Hopefully this will reduce audit costs.

There will be some movement of numbers after the audit-which will affect the information in the monthly financial statements.

Robin and Yafreisy will circulate the draft of the Audited Financial Statements for approval by the Finance Committee.

Board Training
The financial training for the Board, including basic skill building, is still on the table.

Financial Statements

There were several fiscal policies that were raised as reminders.

1. Resist does not have any endowments per se. The position of the Board has been that Resist should not accumulate wealth merely for its own self preservation. As a result, the Board has decided that $20,000 of program-related expenses should be incurred over revenue each year. This policy remains in place until Resist reaches an asset level that represents the total of the holdings in the named funds plus three months of expenses. At this time, that reflects a total of approximately $175,000.

2. Money in the named funds (Cohen, Holmes and Salzman) are considered memorial funds only. The Board has the right to make all decisions regarding these funds, including whether to use merely interest up to and including the invasion of principal. The Resist “Endowment” is not an endowment in the technical sense of the word. It is a holding tank for the Salzman Memorial Fund, the Petal Fund and various other small monies accumulated over the past 20 years. Once again, the Board has the right to make all decisions regarding these funds, including whether to use merely interest up to and including the invasion of principal.
Balance Sheet
Current Assets are listed at $537,337.77. However this number appears to be inflated. It probably reflects an overestimation of funds in the Wainwright Bank Checking account. The inflation might be due to outstanding checks or that there are adjustments that Sue has not done, while she awaits Linda’s numbers. Robin will check with Sue Byors today to determine what the correct number should be.

There was a question regarding the content of the General Fund Balance. Robin will check with Sue Byors and determine how to create a report that includes information on balance in each fund.

[N.B. Sue Byors indicated that as she enters prior balances into the new system- the numbers in both the Wainwright Bank and the General Fund Balance line items will more accurately reflect the current totals. She will try to enter that data today]

Profit and Loss
There are several areas of concern regarding revenue.
- In March of 2003 Resist received $62,000 in bequests. This made total income in March approximately $83,600. There is no expectation that this revenue level will be achieved in March 2004. Carol has planned to fill that gap with an expanded Prospect mailing that will drop in either April or May. She has already met with fundraising and mailing consultants Nancy Greenhouse and Carolyn Berry Copp to discuss mailing lists and designs for the new package.
- Carol reminded the Committee that an analysis of prior giving shows that during election years- particularly hotly contested ones- donations are down as donors split their resources between charitable giving and political candidates. This may affect pledge, Newsletter, ABC , stock and foundation giving line items.

These two issues may require the Committee to re-examine spending priorities for FY04.

There was an extended discussion about the formula used for grant funding and whether current spending outpaces budget expectations. Robin noted that grant allocations are somewhat fluid given that the number of applications fluctuates each cycle. The formula used for allocations takes into account the number of grants to be allocated and the total grantmaking budget. This formula is then flexible enough to use throughout the year. Committee members indicated that while it appeared to be a bit of smoke and mirrors- somehow it managed to work every year without penalizing applicants in the year end cycles.

Financial Statement Changes
Wenda suggested that the Financial Statement Narrative and the reports compare currents figures to the annual budget in addition to year-to-date figures. This will provide a greater sense of clarity regarding financial position.
**RESIST, INC.**  
**Balance Sheet**  
**As of February 29, 2004**

### Assets

#### Current Assets
- **Checking/Savings**
  - Petty cash: $50.00
  - Wainwright Bank Checking: $305,610.11
  - Total Checking/Savings: $305,660.11
- **Accounts Receivable**
  - Accounts receivable: -$353.50
  - Total Accounts Receivable: -$353.50
- **Other Current Assets**
  - Inventory T-shirts: $1,754.75
  - Investments: $228,341.64
  - Prepaid expenses: $1,934.77
  - Total Other Current Assets: $232,031.16

**Total Current Assets**: $537,337.77

#### Fixed Assets
- **Furniture, fixtures, & equip**: $34,283.49
- **Accum depr of furn & fix**: -$28,725.40
- **Leasehold improvements**: $15,064.68
- **Accum depr leasehold imp**: -$9,368.18
- **Total Fixed Assets**: $11,254.59

#### Other Assets
- **Deposits**: $2,230.00
- **Total Other Assets**: $2,230.00

**TOTAL ASSETS**: $550,822.36

### Liabilities & Equity

#### Liabilities
- **Current Liabilities**
  - Accounts Payable
    - Accounts payable: $4,752.98
    - Grants payable: $57,000.00
    - Total Accounts Payable: $61,752.98
  - Other Current Liabilities
    - Accrued payroll and taxes: $13,851.08
    - Payroll Liabilities: $3,900.12
    - Security deposits held: $1,500.00
    - Total Other Current Liabilities: $19,251.20

**Total Current Liabilities**: $81,004.18

**Total Liabilities**: $81,004.18

#### Equity
- **Fund Balance Cohen Endowment**: $10,022.62
- **Fund Balance General**: $273,781.46
- **Fund Balance Resist Endowment**: $50,754.03
- **Opening Bal Equity**: $144,299.24
- **Unrestrict (retained earnings)**: -$16,481.28
- **Net Income**: $7,442.11
- **Total Equity**: $469,818.18

**TOTAL LIABILITIES & EQUITY**: $550,822.36
### Ordinaiy Income/Expense

#### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Mailings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABC/House mailings</td>
<td>26,264.00</td>
<td>24,978.00</td>
<td>1,286.00</td>
<td>39,824.00</td>
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<td>Newsletter</td>
<td>9,867.00</td>
<td>13,032.00</td>
<td>(3,165.00)</td>
<td>14,107.11</td>
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<tr>
<td>Pledges</td>
<td>22,300.25</td>
<td>28,210.00</td>
<td>(5,909.75)</td>
<td>24,186.25</td>
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<tr>
<td><strong>Total Internal Mailings</strong></td>
<td>58,431.25</td>
<td>66,220.00</td>
<td>(7,788.75)</td>
<td>78,117.36</td>
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<tr>
<td>Other Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Fiscal sponsorship fees</td>
<td>58.06</td>
<td>36.00</td>
<td>22.06</td>
<td>70.00</td>
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<tr>
<td>Foundations</td>
<td>4,288.38</td>
<td>19,470.00</td>
<td>(15,181.62)</td>
<td>6,991.16</td>
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<tr>
<td>List Sales - names in the news</td>
<td>0.00</td>
<td>90.00</td>
<td>(90.00)</td>
<td>0.00</td>
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<tr>
<td>Matching Grants</td>
<td>200.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>NWTRCC</td>
<td>1,103.09</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Prospecting</td>
<td>1,758.00</td>
<td>8,688.00</td>
<td>(6,930.00)</td>
<td>8,596.00</td>
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<tr>
<td>Royalties</td>
<td>0.00</td>
<td>20.00</td>
<td>(20.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Special contributions</td>
<td>0.00</td>
<td>118.00</td>
<td>(118.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Stocks</td>
<td>6,266.63</td>
<td>4,525.00</td>
<td>1,741.63</td>
<td>0.00</td>
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<tr>
<td>Unsolicited</td>
<td>37,645.00</td>
<td>21,820.00</td>
<td>15,825.00</td>
<td>6,359.00</td>
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<tr>
<td><strong>Total Other Revenue</strong></td>
<td>51,319.16</td>
<td>54,767.00</td>
<td>(4,750.93)</td>
<td>22,016.16</td>
</tr>
<tr>
<td>Dividends and interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Interest</td>
<td>27.07</td>
<td>269.00</td>
<td>(241.93)</td>
<td>37.06</td>
</tr>
<tr>
<td>Calvert Balanced</td>
<td>0.00</td>
<td>60.00</td>
<td>(60.00)</td>
<td>92.60</td>
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<tr>
<td>Calvert Bond</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>432.05</td>
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<tr>
<td>Domini Social Investment</td>
<td>0.00</td>
<td>65.00</td>
<td>(65.00)</td>
<td>0.00</td>
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<tr>
<td>Schwab One Accounts</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>20.36</td>
</tr>
<tr>
<td><strong>Total Dividends and interest</strong></td>
<td>27.07</td>
<td>394.00</td>
<td>(366.93)</td>
<td>582.07</td>
</tr>
<tr>
<td>Gains/Losses on Investments</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>319.55</td>
</tr>
<tr>
<td>Miscellaneous revenue</td>
<td>0.00</td>
<td>72.00</td>
<td>(72.00)</td>
<td>59.70</td>
</tr>
<tr>
<td>T-shirt sales</td>
<td>46.00</td>
<td>269.00</td>
<td>(223.00)</td>
<td>372.00</td>
</tr>
<tr>
<td>Unrealized Gain/Loss</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>(3,370.06)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>109,823.48</td>
<td>121,722.00</td>
<td>(11,898.52)</td>
<td>98,096.78</td>
</tr>
</tbody>
</table>

#### Cost of Goods Sold

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-shirt expense</td>
<td>0.00</td>
<td>82.00</td>
<td>(82.00)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total COGS</strong></td>
<td>0.00</td>
<td>82.00</td>
<td>(82.00)</td>
<td>0.00</td>
</tr>
</tbody>
</table>

#### Gross Profit

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Profit</td>
<td>109,823.48</td>
<td>121,640.00</td>
<td>(11,816.52)</td>
<td>98,096.78</td>
</tr>
</tbody>
</table>

#### Expense

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising and Outreach</td>
<td>250.00</td>
<td>334.00</td>
<td>(84.00)</td>
<td>225.00</td>
</tr>
<tr>
<td>Brochure</td>
<td>0.00</td>
<td>668.00</td>
<td>(668.00)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Advertising and Outreach</strong></td>
<td>250.00</td>
<td>1,002.00</td>
<td>(752.00)</td>
<td>225.00</td>
</tr>
<tr>
<td>Board Expense</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copying</td>
<td>257.25</td>
<td>500.00</td>
<td>(242.75)</td>
<td>292.90</td>
</tr>
<tr>
<td>Food</td>
<td>49.28</td>
<td>250.00</td>
<td>(200.72)</td>
<td>89.40</td>
</tr>
<tr>
<td>Other</td>
<td>0.00</td>
<td>250.00</td>
<td>(250.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Outreach</td>
<td>0.00</td>
<td>16.00</td>
<td>(16.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Postage</td>
<td>0.00</td>
<td>250.00</td>
<td>(250.00)</td>
<td>24.66</td>
</tr>
<tr>
<td>Travel</td>
<td>545.70</td>
<td>500.00</td>
<td>45.70</td>
<td>2.00</td>
</tr>
<tr>
<td><strong>Total Board Expense</strong></td>
<td>852.23</td>
<td>1,766.00</td>
<td>(913.77)</td>
<td>408.96</td>
</tr>
</tbody>
</table>
# RESIST, INC.
## Profit & Loss Budget Overview
### January through February 2004

<table>
<thead>
<tr>
<th></th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internet</td>
<td>43.98</td>
<td>166.00</td>
<td>(122.02)</td>
<td>192.92</td>
</tr>
<tr>
<td>Newsletter</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultants</td>
<td>0.00</td>
<td>200.00</td>
<td>(200.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Mailhouse</td>
<td>1,094.34</td>
<td>1,500.00</td>
<td>(405.66)</td>
<td>876.10</td>
</tr>
<tr>
<td>Photos and graphics</td>
<td>0.00</td>
<td>125.00</td>
<td>(125.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Postage</td>
<td>1,267.00</td>
<td>2,332.00</td>
<td>(1,065.00)</td>
<td>1,290.07</td>
</tr>
<tr>
<td>Printing</td>
<td>2,025.00</td>
<td>4,168.00</td>
<td>(2,143.00)</td>
<td>6,249.45</td>
</tr>
<tr>
<td>Total Newsletter</td>
<td>4,386.34</td>
<td>8,325.00</td>
<td>(3,938.66)</td>
<td>8,415.62</td>
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<tr>
<td><strong>Total Communications program</strong></td>
<td>4,430.32</td>
<td>8,491.00</td>
<td>(4,060.68)</td>
<td>8,608.54</td>
</tr>
<tr>
<td><strong>Depreciation &amp; amortization exp</strong></td>
<td>0.00</td>
<td>916.00</td>
<td>(916.00)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Fundraising Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABC/House mailings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailhouse</td>
<td>0.00</td>
<td>500.00</td>
<td>(500.00)</td>
<td>453.10</td>
</tr>
<tr>
<td>Postage</td>
<td>0.00</td>
<td>700.00</td>
<td>(700.00)</td>
<td>0.74</td>
</tr>
<tr>
<td>Printing</td>
<td>0.00</td>
<td>666.00</td>
<td>(666.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Total ABC/House mailings</td>
<td>0.00</td>
<td>1,866.00</td>
<td>(1,866.00)</td>
<td>453.84</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Misc costs</td>
<td>0.00</td>
<td>334.00</td>
<td>(334.00)</td>
<td>13.65</td>
</tr>
<tr>
<td>Promo T-shirts</td>
<td>0.00</td>
<td>45.00</td>
<td>(45.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Total Other</td>
<td>0.00</td>
<td>379.00</td>
<td>(379.00)</td>
<td>13.65</td>
</tr>
<tr>
<td><strong>Pledge program</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailhouse</td>
<td>21.00</td>
<td>332.00</td>
<td>(311.00)</td>
<td>118.26</td>
</tr>
<tr>
<td>Postage</td>
<td>136.00</td>
<td>500.00</td>
<td>(364.00)</td>
<td>289.94</td>
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<td>Printing</td>
<td>70.00</td>
<td>534.00</td>
<td>(464.00)</td>
<td>1,382.21</td>
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<tr>
<td>Total Pledge program</td>
<td>227.00</td>
<td>1,366.00</td>
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<td>1,790.41</td>
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<td><strong>Prospecting</strong></td>
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<tr>
<td>Consultants</td>
<td>0.00</td>
<td>1,000.00</td>
<td>(1,000.00)</td>
<td>5,876.70</td>
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<td>List rentals</td>
<td>0.00</td>
<td>1,168.00</td>
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<tr>
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<td>1,032.00</td>
<td>(1,032.00)</td>
<td>0.00</td>
</tr>
<tr>
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<td>0.00</td>
<td>17.00</td>
<td>(17.00)</td>
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<tr>
<td>Postage</td>
<td>0.00</td>
<td>2,160.00</td>
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<td>1,200.78</td>
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<tr>
<td>Printing</td>
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<td>2,840.00</td>
<td>(2,840.00)</td>
<td>1,124.10</td>
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<tr>
<td>Total Prospecting</td>
<td>0.00</td>
<td>8,217.00</td>
<td>(8,217.00)</td>
<td>8,201.58</td>
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<tr>
<td><strong>Thank you cards</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage</td>
<td>0.00</td>
<td>150.00</td>
<td>(150.00)</td>
<td>338.66</td>
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<tr>
<td>Printing</td>
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<td>34.00</td>
<td>76.00</td>
<td>0.00</td>
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<tr>
<td>Purchase</td>
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<td>Thank you cards - Other</td>
<td>125.00</td>
<td>0.00</td>
<td>125.00</td>
<td>0.00</td>
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<tr>
<td>Total Thank you cards</td>
<td>235.00</td>
<td>192.00</td>
<td>43.00</td>
<td>338.66</td>
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<tr>
<td><strong>Total Fundraising Costs</strong></td>
<td>462.00</td>
<td>12,020.00</td>
<td>(11,558.00)</td>
<td>10,798.14</td>
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<tr>
<td>Grant Program</td>
<td>Jan - Feb 04</td>
<td>YTD Budget</td>
<td>$ Over Budget</td>
<td>Jan - Feb 03</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>--------------</td>
<td>------------</td>
<td>---------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>Grant Awards</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multi-year grants</td>
<td>9,000.00</td>
<td>9,000.00</td>
<td>0.00</td>
<td>3,000.00</td>
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<td>NWTRCC donor directed grants</td>
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<td>723.09</td>
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<td>Regular grants</td>
<td>44,000.00</td>
<td>25,960.00</td>
<td>18,040.00</td>
<td>43,000.00</td>
</tr>
<tr>
<td>Salzman grants</td>
<td>3,000.00</td>
<td>3,000.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td><strong>Total Grant Awards</strong></td>
<td>56,723.09</td>
<td>37,960.00</td>
<td>18,763.09</td>
<td>46,000.00</td>
</tr>
<tr>
<td>Library</td>
<td>0.00</td>
<td>16.00</td>
<td>(16.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Postage</td>
<td>0.00</td>
<td>108.00</td>
<td>(108.00)</td>
<td>102.52</td>
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<tr>
<td>Supplies</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>300.00</td>
</tr>
<tr>
<td>Printing</td>
<td>105.12</td>
<td>58.00</td>
<td>47.12</td>
<td>112.50</td>
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<tr>
<td><strong>Total Grant Program</strong></td>
<td>56,828.21</td>
<td>38,142.00</td>
<td>18,686.21</td>
<td>46,515.02</td>
</tr>
<tr>
<td><strong>Insurance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Computer</td>
<td>0.00</td>
<td>14.00</td>
<td>(14.00)</td>
<td>86.66</td>
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<tr>
<td>Directors and officers</td>
<td>0.00</td>
<td>370.00</td>
<td>(370.00)</td>
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</tr>
<tr>
<td>Liability</td>
<td>757.12</td>
<td>126.00</td>
<td>631.12</td>
<td>372.83</td>
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<tr>
<td>Insurance - Other</td>
<td>571.00</td>
<td>0.00</td>
<td>571.00</td>
<td>0.00</td>
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<tr>
<td><strong>Total Insurance</strong></td>
<td>1,328.12</td>
<td>510.00</td>
<td>818.12</td>
<td>459.49</td>
</tr>
<tr>
<td><strong>Misc expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank &amp; credit card fees</td>
<td>540.30</td>
<td>334.00</td>
<td>206.30</td>
<td>378.97</td>
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<tr>
<td>Interest Expense</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Late Fees</td>
<td>15.00</td>
<td>0.00</td>
<td>15.00</td>
<td>0.00</td>
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<tr>
<td><strong>Total Interest Expense</strong></td>
<td>15.00</td>
<td>0.00</td>
<td>15.00</td>
<td>0.00</td>
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<tr>
<td>Membership dues - organization</td>
<td>66.66</td>
<td>300.00</td>
<td>(233.34)</td>
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<td>Tax penalties and interest</td>
<td>0.00</td>
<td>12.50</td>
<td>(12.50)</td>
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<tr>
<td>Misc expenses - Other</td>
<td>0.00</td>
<td>42.00</td>
<td>(42.00)</td>
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<tr>
<td><strong>Total Misc expenses</strong></td>
<td>621.96</td>
<td>688.50</td>
<td>(66.54)</td>
<td>393.97</td>
</tr>
<tr>
<td><strong>Occupancy expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Rent</td>
<td>4,325.00</td>
<td>5,618.00</td>
<td>(1,293.00)</td>
<td>7,912.50</td>
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<tr>
<td>Repairs and maintenance</td>
<td>0.00</td>
<td>250.00</td>
<td>(250.00)</td>
<td>0.00</td>
</tr>
<tr>
<td>Sub lease (rent)</td>
<td>(950.00)</td>
<td>(2,275.00)</td>
<td>1,325.00</td>
<td>(2,200.00)</td>
</tr>
<tr>
<td>Sub lease (utilities)</td>
<td>(87.50)</td>
<td>(226.38)</td>
<td>138.88</td>
<td>(99.40)</td>
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<tr>
<td>Utilities</td>
<td>(41.73)</td>
<td>584.00</td>
<td>(625.73)</td>
<td>235.40</td>
</tr>
<tr>
<td><strong>Total Occupancy expenses</strong></td>
<td>3,245.77</td>
<td>3,950.62</td>
<td>(704.85)</td>
<td>5,848.50</td>
</tr>
</tbody>
</table>
### RESIST, INC.  
**Profit & Loss Budget Overview**  
January through February 2004

#### Office Supplies and Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books, subscriptions, reference</td>
<td>0.00</td>
<td>34.00</td>
<td>(34.00)</td>
<td>88.00</td>
</tr>
<tr>
<td>Minor office equipment</td>
<td>1,187.92</td>
<td>583.00</td>
<td>604.92</td>
<td>75.28</td>
</tr>
<tr>
<td>Postage, shipping, delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage due/BRE envelopes</td>
<td>0.00</td>
<td>416.00</td>
<td>(416.00)</td>
<td>985.27</td>
</tr>
<tr>
<td>UPS</td>
<td>0.00</td>
<td>8.00</td>
<td>(8.00)</td>
<td>0.00</td>
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<tr>
<td>US Post Office</td>
<td>775.00</td>
<td>366.00</td>
<td>409.00</td>
<td>314.46</td>
</tr>
<tr>
<td><strong>Total Postage, shipping, delivery</strong></td>
<td>775.00</td>
<td>790.00</td>
<td>(15.00)</td>
<td>1,299.73</td>
</tr>
<tr>
<td>Printing &amp; copying</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>1,244.22</td>
<td>125.00</td>
<td>1,119.22</td>
<td>765.40</td>
</tr>
<tr>
<td>Telephone</td>
<td>161.36</td>
<td>500.00</td>
<td>(338.64)</td>
<td>149.01</td>
</tr>
<tr>
<td><strong>Office Supplies and Expenses - Other</strong></td>
<td>523.27</td>
<td>0.00</td>
<td>523.27</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Office Supplies and Expenses</strong></td>
<td>3,944.20</td>
<td>2,398.00</td>
<td>1,546.20</td>
<td>3,128.09</td>
</tr>
</tbody>
</table>

#### Professional Fees

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>1,962.50</td>
<td>1,666.00</td>
<td>296.50</td>
<td>225.00</td>
</tr>
<tr>
<td>Brokerage Fees</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>165.42</td>
</tr>
<tr>
<td>Outside services</td>
<td>0.00</td>
<td>83.00</td>
<td>(83.00)</td>
<td>1,080.75</td>
</tr>
<tr>
<td>Temporary help</td>
<td>336.95</td>
<td>833.00</td>
<td>(496.05)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Professional Fees</strong></td>
<td>2,299.45</td>
<td>2,582.00</td>
<td>(282.55)</td>
<td>1,471.17</td>
</tr>
</tbody>
</table>

#### Salaries & related expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Salaries</td>
<td>23,265.57</td>
<td>23,052.00</td>
<td>213.57</td>
<td>22,068.36</td>
</tr>
<tr>
<td>Health insurance</td>
<td>1,850.74</td>
<td>3,000.00</td>
<td>(1,149.26)</td>
<td>3,704.41</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>2,283.65</td>
<td>2,000.00</td>
<td>283.65</td>
<td>2,372.80</td>
</tr>
<tr>
<td>Pension plan match</td>
<td>759.15</td>
<td>888.00</td>
<td>(128.85)</td>
<td>490.35</td>
</tr>
<tr>
<td>Workers compensation</td>
<td>0.00</td>
<td>100.00</td>
<td>(100.00)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Salaries &amp; related expenses</strong></td>
<td>28,159.11</td>
<td>29,040.00</td>
<td>(880.89)</td>
<td>28,635.92</td>
</tr>
</tbody>
</table>

#### Staff development

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference, convention, meeting</td>
<td>0.00</td>
<td>200.00</td>
<td>(200.00)</td>
<td>229.35</td>
</tr>
<tr>
<td>Travel</td>
<td>0.00</td>
<td>500.00</td>
<td>(500.00)</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Travel &amp; meetings expenses</strong></td>
<td>0.00</td>
<td>700.00</td>
<td>(700.00)</td>
<td>229.35</td>
</tr>
</tbody>
</table>

#### Total Expense

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expense</strong></td>
<td>102,421.37</td>
<td>102,540.12</td>
<td>(118.75)</td>
<td>106,722.15</td>
</tr>
</tbody>
</table>

#### Net Ordinary Income

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Ordinary Income</strong></td>
<td>7,402.11</td>
<td>19,099.88</td>
<td>(11,697.77)</td>
<td>(8,625.37)</td>
</tr>
</tbody>
</table>

#### Other Income/Expense

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Other Expense</strong></td>
<td>(40.00)</td>
<td>0.00</td>
<td>(40.00)</td>
<td>(150.00)</td>
</tr>
</tbody>
</table>

### Net Other Income

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Other Income</strong></td>
<td>40.00</td>
<td>0.00</td>
<td>40.00</td>
<td>150.00</td>
</tr>
</tbody>
</table>

### Net Income

<table>
<thead>
<tr>
<th>Item</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$ Over Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Income</strong></td>
<td>7,442.11</td>
<td>19,099.88</td>
<td>(11,657.77)</td>
<td>(8,475.37)</td>
</tr>
</tbody>
</table>
# Resist, Inc.

## Board Report

As of February 29, 2004

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Mailings</td>
<td>58,431.25</td>
<td>66,220.00</td>
<td>78,117.36</td>
</tr>
<tr>
<td>Prospect Mailings</td>
<td>1,758.00</td>
<td>8,688.00</td>
<td>8,596.00</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>49,607.16</td>
<td>46,220.00</td>
<td>10,801.35</td>
</tr>
<tr>
<td>Special Contributions</td>
<td>0.00</td>
<td>118.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Investments</td>
<td>27.07</td>
<td>394.00</td>
<td>582.07</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>109,823.48</td>
<td>121,640.00</td>
<td>98,096.78</td>
</tr>
</tbody>
</table>

|                |            |              |            |
| **Expenses**   |            |              |            |
| **Fundraising**|            |              |            |
| Internal Mailing Costs | 227.00     | 3,232.00     | 2,244.25   |
| Prospect Mailing Costs | 0.00       | 8,217.00     | 8,201.58   |
| Other Fundraising Costs | 235.00     | 571.00       | 352.31     |
| **Subtotal**   | 462.00     | 12,020.00    | 10,798.14  |

| **Program**    |            |              |            |
| Grants         | 56,723.09  | 37,960.00    | 46,000.00  |
| Grants Program | 105.12     | 182.00       | 515.02     |
| Newsletter     | 4,386.34   | 8,325.00     | 8,415.62   |
| Website        | 43.98      | 166.00       | 192.92     |
| **Subtotal**   | 61,258.53  | 46,633.00    | 55,123.56  |

| **Other**      |            |              |            |
| Personnel      | 28,159.11  | 29,040.00    | 28,635.92  |
| General and Administrative | 11,689.50  | 13,081.12    | 11,755.57  |
| Board Expenses | 852.23     | 1,766.00     | 408.96     |
| **Subtotal**   | 40,700.84  | 43,887.12    | 40,800.45  |

| **Total Expenses** | 102,421.37 | 102,540.12 | 106,722.15 |

| **Total Income (Loss)** | 7,402.11 | 19,099.88 | <8,625.37> |
### Ordinary Income/Expense

#### Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$/Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Mailings</td>
<td>58,431.25</td>
<td>66,220.00</td>
<td>-7,788.75</td>
<td>78,117.36</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>51,319.16</td>
<td>54,767.00</td>
<td>-3,447.84</td>
<td>22,016.16</td>
</tr>
<tr>
<td>Dividends and interest</td>
<td>27.07</td>
<td>394.00</td>
<td>-366.93</td>
<td>582.07</td>
</tr>
<tr>
<td>Gain/Loss on Investments</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>319.55</td>
</tr>
<tr>
<td>Miscellaneous revenue</td>
<td>0.00</td>
<td>72.00</td>
<td>-72.00</td>
<td>59.70</td>
</tr>
<tr>
<td>T-shirt sales</td>
<td>46.00</td>
<td>269.00</td>
<td>-223.00</td>
<td>372.00</td>
</tr>
<tr>
<td>Unrealized Gain/Loss Investments</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>(3,370.06)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>109,823.48</strong></td>
<td><strong>121,722.00</strong></td>
<td><strong>-11,898.52</strong></td>
<td><strong>98,096.78</strong></td>
</tr>
</tbody>
</table>

#### Cost of Goods Sold

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$/Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-shirt expense</td>
<td>0.00</td>
<td>82.00</td>
<td>-82.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total COGS</strong></td>
<td><strong>0.00</strong></td>
<td><strong>82.00</strong></td>
<td><strong>-82.00</strong></td>
<td><strong>0.00</strong></td>
</tr>
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</table>

#### Gross Profit

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$/Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Profit</strong></td>
<td><strong>109,823.48</strong></td>
<td><strong>121,640.00</strong></td>
<td><strong>-11,816.52</strong></td>
<td><strong>98,096.78</strong></td>
</tr>
</tbody>
</table>

#### Expense

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$/Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising and Outreach</td>
<td>250.00</td>
<td>1,002.00</td>
<td>-752.00</td>
<td>225.00</td>
</tr>
<tr>
<td>Board Expense</td>
<td>852.23</td>
<td>1,766.00</td>
<td>-913.77</td>
<td>408.96</td>
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<tr>
<td>Communications program</td>
<td>4,430.32</td>
<td>8,491.00</td>
<td>-4,060.68</td>
<td>8,608.54</td>
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<tr>
<td>Depreciation &amp; amortization exp</td>
<td>0.00</td>
<td>916.00</td>
<td>-916.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Fundraising Costs</td>
<td>462.00</td>
<td>12,020.00</td>
<td>-11,558.00</td>
<td>10,798.14</td>
</tr>
<tr>
<td>Grant Program</td>
<td>56,828.21</td>
<td>38,142.00</td>
<td>18,686.21</td>
<td>46,515.02</td>
</tr>
<tr>
<td>Insurance</td>
<td>1,328.12</td>
<td>510.00</td>
<td>818.12</td>
<td>459.49</td>
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<td>688.50</td>
<td>-66.54</td>
<td>393.97</td>
</tr>
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<td>3,950.62</td>
<td>-704.85</td>
<td>5,848.50</td>
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<td>3,944.20</td>
<td>2,398.00</td>
<td>1,546.20</td>
<td>3,128.09</td>
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<td>2,582.00</td>
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<td>1,471.17</td>
</tr>
<tr>
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<td>28,159.11</td>
<td>29,040.00</td>
<td>-880.89</td>
<td>28,635.92</td>
</tr>
<tr>
<td>Staff development</td>
<td>0.00</td>
<td>334.00</td>
<td>-334.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Travel &amp; meetings expenses</td>
<td>0.00</td>
<td>700.00</td>
<td>-700.00</td>
<td>229.35</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>102,421.37</strong></td>
<td><strong>102,540.12</strong></td>
<td><strong>-118.75</strong></td>
<td><strong>106,722.15</strong></td>
</tr>
</tbody>
</table>

#### Net Ordinary Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$/Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Ordinary Income</strong></td>
<td><strong>7,402.11</strong></td>
<td><strong>19,099.88</strong></td>
<td><strong>-11,697.77</strong></td>
<td><strong>-8,625.37</strong></td>
</tr>
</tbody>
</table>

#### Other Income/Expense

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$/Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Expense</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suspense</td>
<td>-40.00</td>
<td></td>
<td></td>
<td>(150.00)</td>
</tr>
<tr>
<td><strong>Total Other Expense</strong></td>
<td><strong>-40.00</strong></td>
<td></td>
<td></td>
<td><strong>-150.00</strong></td>
</tr>
</tbody>
</table>

#### Net Other Income

<table>
<thead>
<tr>
<th>Description</th>
<th>Jan - Feb 04</th>
<th>YTD Budget</th>
<th>$/Budget</th>
<th>Jan - Feb 03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Other Income</strong></td>
<td><strong>7,442.11</strong></td>
<td><strong>19,099.88</strong></td>
<td><strong>-11,657.77</strong></td>
<td><strong>-8,475.37</strong></td>
</tr>
</tbody>
</table>