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Resist Board Meeting Minutes

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12-4-2005

### Resist Board Meeting, Dec. 4, 2005

Resist

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**Minutes**  
**Board Meeting**  
**12/4/05**

**Present:** Cynthia Bargar, Robin Carton, Leila Farsakh, Amanda Matos-Gonzalez, Kay Mathew, Yafreisy Mejia, Marc Miller, Carmen Rau, Carol Schachet, Camilo Vivieros

The Board thanked Carmen for her dedication in driving to the Board meeting in a snowstorm.

**1. Minutes** of the October Board meeting were approved.

**2. Finance Committee Proposal**

There was a proposal to move the Finance Committee discussion before the grants, in view of the dire financial situation we are in.

*Proposal:* a. Resist give only \$70,000 dollars in grants, rather than \$100,000 as originally suggested; and b. priority be given to the October over the December grants, as the latter can be moved to the next grant cycle.

The proposal was **approved**.

The discussion then revolved around the difficult financial situation we are in. The major difficulty lies in the fact that Resist raised \$30,000 in January 2005, rather than \$90,000 as originally anticipated. Robin emphasized that Resist has awarded so far \$215,000 in grants, that it would be nice to be able to give \$85,000 more but the Finance Committee does not consider this wise. The Board's general agreement was to listen to what the Finance Committee had to say. Marc commended the Finance Committee on its excellent work.

**3. Grant Issues**

Board members suggested that when organizing centers apply (e.g peace and justice centers) that there be some analysis of how the group acts as an incubator for other organizations.

There were two suggestions for topics to be used as the basis for political discussions:

- the rise of the "non-profit industrial complex"
- the role of faith-based organizing and how it fits in to Resist funding

Grant Evaluation:

- it was hard to have so many groups to consider, but the decisions went well
- it was good to have references forwarded by e-mail
- the final reference update packet is helpful
- the goal should be not to combine cycles again, checks could be deferred but not decisions

**4. Fundraising**

Cynthia brought up the fact that we are down \$12,000 dollars from our original Board fundraising target. Carmen suggested that as a way to tackle this problem each board member present her, in view of her capacity as Chair of the Fundraising Committee, a plan for how to raise \$1000 by the end of the year. Among the suggestions made were: calling on alumnis, sending emails and asking friends and funders for their email lists if possible, use of cards, with letter head of Resist, organizing potluck events and sing along events, etc....



## **5. Finances**

### **a. 2006 Budget**

The 2006 budget was presented at the October meeting. See attached.

The 40<sup>th</sup> Anniversary Committee requested that \$10,000 be put in the budget- however the Finance Committee chose to put in \$15,000. The 40<sup>th</sup> Anniversary Committee was asked to provide an income projection to indicate how they will offset the expenses (e.g. a bank loan, house parties, etc.)

Board fundraising of \$20,000 is an integral part of this budget.

Budget was **approved**.

## **6. Board Development**

Ann Lipsett has withdrawn her acceptance due to life circumstances.

Catherine Joseph and Sophia Kim were proposed for Board membership. Unanimously **approved**.

## **7. Personnel**

Discussion deferred. Staff reviews were conducted.

## **8. 40<sup>th</sup> Anniversary Committee**

Discussion deferred.

Next Board meeting February 5, 2005.



APPROVED

**Robin Carton (Grants Manager)**

**From:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>  
 "Yafreisy Mejia" <yafreisy@resistinc.org>; "Robin Carton (w)" <robinc@resistinc.org>; "Omar Henriquez" <tonaltin@aol.com>; "Nikhil Aziz" <nikhilaziz@hotmail.com>; "Marc Miller" <mmiller@jff.org>; "Leila Farsakh" <lfarsakh@mit.edu>; "Leila Farsakh" <l.farsakh@verizon.net>; "Kay Mathew (w)" <kmathew@clvu.org>; "Kay Mathew" <kaymathew@juno.com>; "Hank Rosemont" <hrosemont@smcm.edu>; "Cynthia Bargar" <cbargar@gis.net>; "Carol Schachet" <carols@resistinc.org>; "Carmen Rau" <coyoteconsulting@earthlink.net>; "Camilo Viveiros" <camilleviv@aol.com>; "Becca Howes-Mischel (r)" <beccaatresist@yahoo.com>; "Becca Howes-Mischel (h)" <beccaallahm@yahoo.com>; "Amanda Matos-Gonzalez" <amg1232@yahoo.com>; "Abby Scher (h)" <abbyscher@mindspring.com>; "Sophia Kim" <skim@tmfnet.org>  
**Sent:** Thursday, January 05, 2006 12:13 PM  
**Subject:** Tribute Grants

Hi Folks-

I hope your year is starting on a safe and healthy note.

I realized that over the course of the year I forgot to encourage everyone to designate memorial and tribute grants for 2005. However, it is not too late! Carol is madly putting the year in review issue together and we could still celebrate the achievements of these great groups by giving them the awards.

Below are the descriptions of the awards and a group we would like to suggest to receive it. Please let us know by tomorrow if it is alright with you so that we can get it in to the newsletter.

Many apologies for the short notice.

Robin

**Freda Friedman Salzman Memorial Fund**

The Freda Friedman Salzman Memorial Fund "is dedicated to the purpose of supporting organized resistance to the institutions and practices that rob people of their dignity as full human beings... (giving) a high priority to the efforts of Native American peoples to resist cultural as well as actual genocide."

**Midwest Treaty Network \$2,700**

Funding for Native American and non-native alliance supporting treaty rights, tribal sovereignty, and cultural/environmental protection in the western Great Lakes region.

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**Mike Riegle Tribute Grant**

The Mike Riegle Tribute Grant is given in memory of the life and work of local activist Mike Riegle. Mike was a supporter of prisoners' rights, gay and lesbian liberation, and the radical movement for justice.

**Lynne Stewart Defense Committee \$3,000**

Funding for an organization raising awareness about the chilling effect of the USA Patriot Act on lawyers who represent political or unpopular defendants as a result of the federal conviction of criminal defense attorney Lynne Stewart.

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**Ken Hale Tribute Grant**

The Ken Hale Tribute Grant is given in memory of the life and work of Ken Hale, one of the world's foremost linguists and a passionate activist for justice. This grant is given to support organizations which ensure that the voices of those



most affected are given primacy in the struggle to protect and expand civil, cultural and political rights, with a high priority given to the efforts of indigenous peoples.

**San Lucas Workers Center \$3,000**

Funding for a multiracial, grassroots organizing committee of U.S.-born and immigrant day laborers which uses direct action, community pressure, press exposure and policy work to force day labor agency owners to stop abusive practices.



**December 2005  
Grant Decisions**

## Multi-Year

### New

**1. Appalachian Women's Alliance**

**\$3,000**

P.O. Box 688, Floyd, VA 24091 Meredith Dean 540/763-2125 awa@swva.net www.appalachianwomen.org  
Funding for multi-year general support for a multi-ethnic women's organization that organizes communities across Appalachia for social justice.

Decision: Full   X   Partial        No        Defer         
Comments:

**2. Citizens for Safe Water Around Badger**

**\$3,000**

e12629 Weigand's Bay South, Merrimac, WI 53561 Laura Olah 608-643-3124 info@cswab.org www.cswab.org/  
Funding for an organization working on clean up of toxic waste at Badger Army Ammunition Plant and creation of healthy sustainable re-use plans.

Decision: Full   X   Partial        No        Defer         
Comments:  
One year only. Great work. Had two multi-years already.

**3. Filipino/American Coalition for Environmental Solutions (FACES)**

1808 5th Street, Berkeley, CA 94710 Gala King 510/549-1808 facesinfo@gmail.com www.facesolutions.net/  
Funding for multi-year general support for an organization that works for environmental justice within communities in the United States and in the Philippines.

Decision: Full     Partial     No   x   Undecided     Defer     One Year Only      
Comments:

Information regarding the budget was unclear. Not enough information on how the campaigns work in the US. Ideas seem too big for their budget- not clear they can pull them off.

**4. Peace and Justice Center of Eastern Maine**

**\$3,000**

170 Park Street, Bangor, ME 04401 Sandy Tardiff 207/942-9343 info@peacectr.org www.peacectr.org  
Funding for an organization that links individuals and groups concerned with peace, social justice and environmental issues in Eastern Maine.

Decision: Full   X   Partial        No        Defer         
Comments:

One year only. Would be helpful to know more about what anti-racist work they are involved in. Given they are a peace and justice center- don't discuss if they are doing counter-recruitment work. Need to be more specific about how they act as an incubator and enable other groups to carry their work forward.

**5. Reflect and Strengthen**

**\$3,000**

1446 Dorchester Avenue, #292, Dorchester, MA 02122 Shana Turner 857/472-2812  
shana.turner@gmail.com www.reflectandstrengthen.org  
Funding for a multi-year grant for a political education program which develops the organizing skills, leadership capacity and political analysis of young low-income women in Boston.

Decision: Full   X   Partial        No        Defer         
Comments:

Not sophisticated, but work is extremely important. They are the people on the ground doing the work. Train members to work in other campaigns rather than developing their own.



**6. The Policy Institute****\$3,000**

P.O. Box 1362, Helena, MT 59624 Ken Toole 406/442-5506 Ken@mhrn.org

Funding for a progressive policy think-tank that provides support and expertise for activist agendas organizing against corporate economics.

Decision: Full ☒ Partial ☐ No ☐ Defer ☐

Comments:

One year only. Heavy militia state. Addressed all previous concerns raised by the Board: now have a position on reproductive and LGBT rights. Are beginning to develop resources- although very limited funding available in Montana. Have been able to turn recruit small donors and converted one in to a larger donor.

**Central, Latin America and the Caribbean****7. Community Action for Justice in the Americas (CAJA)****\$1,000**

102 McLeod, PO Box 9274, Missoula, MT 59807 Erin Thompson 406/549-9697 erinrenee@hotmail.com www.caja.org

Funding for an organization working in solidarity with grassroots organizations in the Americas to fight for social and environmental justice.

Decision: Full ☐ Partial ☒ No ☐ Defer ☐

Comments:

Bring in people from the Global South to speak, but do not connect to immigration issues. Need to work on diversity. Most of work is campus-based.

**Community Organizing / Anti-Racism****8. Alana Community Organization**

214 Main Street, Brattleboro, VT 05301 Curtiss Jr. Reed 802/254-2972 alana@sover.net www.alanavision.org

Funding for a statewide social justice advocacy organization focused on systemic change through civil rights, leadership development, and civic engagement.

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

Comments:

Missed answers to question on impact of foreign/domestic policies. Skipped over RR/abortion rights. Some support from very mainstream organizations. Not much information from references.

**9. Catalyst Project**

522 Valencia St. #2, San Francisco, MA 94110 Chriss Crass 415/235-1820 chrisscrass@mutualaid.org

Funding for an organization doing political education and movement building through leadership development, supporting grassroots organizations and multiracial alliances.

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

Comments:

Don't follow up with participants. Do focus on movement organizing rather than non-profit work.

**10. Gallatin Valley Human Rights Task Force****\$1,500**

P.O. Box 1071, Bozeman, MT 59771 Donna Swarthout 406/581-3254 dswartho@aol.com www.embracediversity.org

Funding for an organization working to promote, defend and secure the full range of human rights for residents of Montana's Gallatin Valley.

Decision: Full ☐ Partial ☒ No ☐ Defer ☐

Comments:

Take a chance. Small budget where \$1,500 will have a large impact.



**11. Greater Works Freedom Council****\$2,000**

P.O. Box 246, Blakely, GA 39823 Cynthia Edwards 229/724-7146 gwom@alltel.net

Funding for an organization which works to empower and uplift the African-American community of Blakely-Earle County by seeking to change the economic and racial injustice inherent in the local school system, judicial system and city government.

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

## Comments:

Emergence of group really pushing local politicians and using voter participation as a means to organize their community. Originally an arm of the Greater Works Outreach Ministry. Limited analysis on paper of interconnection between local, national and international policy. Incomplete answers to #11. Work with Prison and Jail Project. Need to broaden concept of race and gender. Letter to address lack of positions.

**12. Social Justice Center of Albany****\$2,000**

33 Central Avenue, Albany, NY 12210 Victorio Reyes 518/434-4037

Funding for a resource center which provides a space for activists to share resources and link grassroots peace and justice campaigns.

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

## Comments:

Emerging from a period of struggle. Now very solid. Claim no position on reproductive rights- but Carmen (former director) notes there is a statement of unity that has one in it. Current director needs to be informed about it.

**13. South Memphis Alliance**

1048 South Bellevue Blvd, Memphis, TN 38106 Melinda Chow 901/774-9582 www.communitybuilder.org

Funding for organization dedicated to building civic engagement in the urban neighborhoods of Memphis.

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

## Comments:

Took a chance last year. Not clear they have developed in their thinking any further. Still mostly service based.

**14. Tennessee Alliance for Progress (TAP)****\$1,000**

PO Box 60338, Nashville, TN 37206 Nell Levin 615/226-8070 nellrose@earthlink.net

www.tennesseeallianceforprogress.org

Funding for a statewide organization working to build healthy families and communities in Tennessee.

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

## Comments:

Need to have more of a sense of where they are going with their work. Continue to take a chance on them.

**Economic Justice****15. Alliance for Sustainable Jobs and the Environment Education Project****\$1,000**

310 SW 4th Avenue, #436, Portland, OR 97204 Michael Geoghegan 503/736-9777 oregonfairtrade@yahoo.com

www.asje.org

Funding for an organization that educates, agitates and mobilizes around issues of free trade, jobs, and community development.

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

## Comments:

Take a chance



**16. Survivors, Inc.**

95 Standard Street, Mattapan, MA 02126 Julie Joy 617/522-7774 wonderfulworker@aol.com  
Funding for a group that works to mobilize a welfare rights constituency to work toward more humane social policies.

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

Comments:

Reference a problem.

**Environmental Justice****17. Global Justice Ecology Project****\$2,500**

P.O. Box 412, Hinesburg, VT 05461 Anne Petemann 802/482-2689 globalecology@gmavt.net www.globaljusticeecology.org  
Funding for an organization that seeks to advance global justice and ecological awareness through promoting an ecological analysis within the global justice movement and an economic analysis within the environmental movement.

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

Comments:

Are now very involved locally and nationally. Well-respected lead organizers. Board is real and active. Have really helped broaden the environmental movement's vision regarding the intersection of environment/economic justice. Make a bridge between movements. Camilo has known the organizers for many years.

**18. Nuclear Energy Information Service**

P.O. Box 1637, Evanston, IL 60204-1637 David Kraft 847/869-7650 neis@neis.org www.neis.org  
Funding for environmental organization that educates, advocates and organizes the public on the hazards coming from nuclear power, waste and weapons.

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

Comments:

No acknowledgement that there is a disproportionate impact on people of color- environmental racism. Single issue- with little to no cross-over analysis (e.g. how government approach to nuclear energy/weapons are related to "war on terror" and attacks on immigrants).

**19. Organizing People, Activating Leaders (OPAL)**

P.O. Box 4642, Portland, OR 97208 Kevin Odell 503/997-3853 odellhell@yahoo.com  
Funding for a group organizing communities around environmental injustice and community issues with a special focus on typically marginalized communities.

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

Comments:

Coming from Multnomah County Health Dept. Just getting going. Board and staff are almost all male. Have not been able to get any local funding.

**Middle East****20. Boston Committee for Palestinian Rights****\$2,000**

P.O. Box 2433, Harvard Square, Cambridge, MA 02238 Sherif Fam 617/491-2313 info@bcpr.org www.bcpr.org  
Funding for an organization that works through public education to change the U.S role in the Israel/Palestine conflict.

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

Comments:



## Peace/Anti-Militarism

### 21. Historians Against the War

Box 442154, Somerville, MA 02144 Margaret Power 312/567-6921 [power@iit.edu](mailto:power@iit.edu) [www.historiansagainstawar.org](http://www.historiansagainstawar.org)  
Funding for a network of history teachers, scholars and activists seeking to bring historical analysis to bear on US foreign policy and its social/political impact.

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

Comments:

Mixed references. Come back when they have evidence of success in getting into the high schools, churches, town meetings, etc. A good group on the whole, important to make it better, both to counter much conservatism from colleagues, and overcome the widespread political apathy among far too many students. The value of confining their membership to historians is perhaps understandable from a very narrow concern to maintain a picture of professionalism in the discipline, but it makes no sense politically. May want to ask them to broaden their professorial base -- at least to other humanistic disciplines.

### 22. Manhattan Alliance for Peace and Justice Education Fund

Defer

P.O. Box 1561, Manhattan, KS 66505 Anne Cowan 785/537-2025 [annecowan@aol.com](mailto:annecowan@aol.com) [www.mapj.org](http://www.mapj.org)  
Funding for a broad-based social justice organization that links peace and economic justice issues.

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

Comments:

Need more references.

### 23. Pikes Peak Justice and Peace Commission

\$1,000

214 E. Vermijo, Colorado Springs, CO 80903 Shanyin Doan 719/632-6189 [director@ppjpc.org](mailto:director@ppjpc.org) [www.ppjpc.org](http://www.ppjpc.org)  
Funding for organization working to educate and raise awareness around issues of environmental, social and economic justice.

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

Comments:

Mixed references. Unclear are able/willing to do outreach to local communities of color.

### 24. The Military Project

416 Bergen Street, #3, Brooklyn, NY 11217 Katherine Gorell Yung 917/519-3819 [kgorell@gmail.com](mailto:kgorell@gmail.com)  
[www.militaryproject.org](http://www.militaryproject.org)

Funding for an organization that provides aid to and seeks to organize U.S. military members and veterans and their families to end the occupations of Iraq and Afghanistan.

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

Comments:

Many concerns raised by references. On-line Traveling Soldier piece seems effective. Plans to organize vets are unclear and may put vets and active duty folks in a difficult position.

## Prisoners

### 25. Texas Moratorium Network

Defer

14804 Moonseed Cove, Austin, TX 78728 Scott Cobb 512/302-6715 [admin@texasmoratorium.org](mailto:admin@texasmoratorium.org)  
[www.texasmoratorium.org](http://www.texasmoratorium.org)

Funding for an organization that fights for a statewide moratorium on executions in Texas and ultimately for an end to the use of the death penalty in the state.

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

Comments:

Need more references



**26. The Human Rights Coalition****\$2,000**

1213 Race Street, Philadelphia, PA 19107 Patricia Vickers 215/496-9661 info@hrcoalition.com www.hrcoalition.com  
Funding for an organization run predominantly by prisoners, former prisoners and their families who work to transform the prison system.

Decision: Full ☐ Partial ☒ No ☐ Defer ☐

Comments:

No information on glbt members or people with disabilities. Good analysis. Diverse. Not clear how well-connected they are beyond Reconstruction, Inc.

**Women****27. Mujeres Luchadoras Progresistas****\$3,000**

300 Young Street, Woodburn, OR 97071 Lorena Manzo 503/982-0243 lorenam@pcun.org  
Funding for an organization of Latina farm workers that promotes self-sufficiency. leadership and economic development for its members.

Decision: Full ☒ Partial ☐ No ☐ Defer ☐

Comments:

**Youth****28. Students United for a Responsible Global Environment****\$1,000**

P.O. Box 1188, Chapel Hill, NC 27514 Dennis Markatos-Soriano 919/960-6886 surgenc@yahoo.com  
www.surgenetwork.org

Funding for an organization which seeks to connect rural and urban campus activists across North Carolina and the Southeast.

Decision: Full ☐ Partial ☒ No ☐ Defer ☐

Comments:

Good references. Are getting people out. Used old application - remind them to use new one.

**Total Number of Grants:** 22 regular grants; 6 multi-year grants; 0 emergency grant; 0 TA Grants;  
0 loans; 16 not on agenda

**Total Amount Requested:** \$86,500

**Total Allocation for Cycle:** \$44,200

**Total Grants:** \$29,000 regular grants; \$6,000 multi-year grants; \$0 emergency grants

**Total Loans:** \$0

**Total Allocated:** \$35,000

**Total # of Grants Allocated:** 15 regular grants; 2 multi-year grants; 0 emergency grant

**Total # of Loans Allocated:** 0

**Total # of Grants and Loans:** 17

Deferred:

Manhattan Alliance for Peace and Justice Education Foundation  
Texas Moratorium Network



## December 2005

### Not On Agenda

#### 1. BAYAN - USA

c/o Filipino Community Center, San Francisco, CA 94112 Rachel Redondiez 800/876-9794  
Funding for a national alliance of grassroots organizations fighting to advance the rights and welfare of working class Filipinos, linking the struggles of Filipinos in the US with others and serving as the overseas chapter of BAYAN - Philippines.

**Reason:** Problematic reference. No position on reproductive rights. Unclear where they fall on their political focus. Seem to have links to sectarian groups. Lots of rhetoric

#### 2. Citizens Awareness Network - Vermont

P.O. Box 132, Hancock, VT 05748 Chris Williams 802/767-4276  
Funding for an organization working to halt the re-licensing of Vermont Yankee Nuclear Power Plant and to make links between jobs and sustainable energy.

**Reason:** Not a very detailed proposal.

#### 3. Colorado Committee on Africa and the Caribbean

5161 Thrill Place, Denver, CO 80207 Annette Walker 303/329-5881  
Funding for an organization working for divestment of US. public monies from companies doing business in the Sudan.

**Reason:** Group is new and small. No broad progressive vision. No real information on collaborative work. They are planning a very large trip to Florida, Nassau or Mazatlan with no information on how it will be funded. Very sketchy application

#### 4. Counterpoise

1716 SW Williston Road, Gainesville, FL 32608-4049 Bintou Sy-Savane 352/335-2200  
Funding for an international review journal for "social responsibilities, liberty, and dissent."

**Reason:** A magazine. No organizing. Seems to be one person and seven rotating interns from the University of Florida.

#### 5. Gedakina

655A Route 132, Norwich, VT 05055 Rick Pouliot 802/649-1968  
Funding for an organization that seeks to strengthen the cultural knowledge and identity of Eastern First Nations people to preserve their traditional homelands and sacred places.

**Reason:** Not clear where organizing happens. Have mostly cultural and educational goals with some social service advocacy work

#### 6. Healthcare - Now

339 Lafayette Street, New York, NY 10012 Marilyn Clement 212/475-8350  
Funding for an organization that seeks to build a grassroots movement for single-payer universal national healthcare.

**Reason:** Have a surplus of \$5500 from FY04. Diversity chart numbers don't add up. Still not exciting. Not clear where they are connected.

#### 7. Kansas City Iraq Task Force

912 East 31st Street, Kansas City, MO 64109 Kris Cheatum 816/523-7666  
Funding for organization that seeks to educate the public on U.S. foreign policy, using Iraq as a model.

**Reason:** Answers are limited, not very detailed, and unexciting. Are working in a tough area. No depth of vision in political focus questions



#### **8. Massachusetts Interfaith Committee for Worker Justice**

145 Tremont Street, Suite 202, Boston, MA 02111 Catherine Snedeker 617/482-4471

Funding for group of faith leaders, faith communities and labor leaders seeking to promote dignity and just working conditions for all Massachusetts workers.

**Reason:** Poor answers to question 11 show lack of depth of understanding of inter-relationships of oppression. Most application answers when on target are either glib or inconclusive. They lack of diversity, both racial and faith-based (most involved are Christian). No outreach to Muslim/Islamic communities. Seem mostly to respond to issues. Unclear how they connect to their base or to immigrant communities.

#### **9. National Youth Rights Association**

P.O. Box 5882, Washington, DC 20016 Alex Koroknay-Palicz 301/738-6769

Funding for a youth-led organization that fights for the civil rights and liberties of youth.

**Reason:** No real analysis- they seem like they want rights for youth for the sake of rights. Limited response to Q. 11. Primarily working mostly to lower the voting age. No positions across issues,. Do not have a sense of how struggles interconnect.

#### **10. New Day Peace Center**

316 East Birch, Flagstaff, AZ 86001 Peggy Scurlock 928/773-7790

Funding for an organization that promotes peace through outreach and public education.

**Reason:** Claim to have access to schools. Very small. Almost no references in the local area. Not much information in the diversity chart; Resist grant would be almost entire budget.

#### **11. Patuxent Riverkeeper**

18600 Queen Anne Road, Rear Barn, Upper Marlboro, MD 20774 Fred Tutman 301/249-8200

Funding for an organization seeking to restore the Patuxent watershed through better regulatory enforcement.

**Reason:** Only one year old. Most information revolves around one member. Diversity numbers don't add up. Seem to get corporate support. Not clear where organizing happens. Want to spend \$2,500 on grassroots lobbying

#### **12. Peace & Justice Center of Sonoma County**

467 Sebastopol Avenue, Santa Rosa, CA 95401 Elizabeth Stinson 707/575-8902

Funding for an umbrella peace and justice group in Sonoma County.

**Reason:** Seem to be able to get in to schools. Limited analysis seen in response to q. 11. Are fiscal sponsor for Next Generation but do not list any collaboration with them. Still not a lot of detail on collaborative work. Good reference contacts. Positive cash flow of \$13K last year.

#### **13. Pittsburgh Pride Theater Festival**

c/o Pittsburgh Playwrights Theatre Company, Pittsburgh, PA 15222 Judy Meiksin 412/521-7061

Funding for a festival spotlighting the work of local playwrights on glbt issues that is designed to attract a racially and culturally diverse audience.

**Reason:** No organizing

#### **14. Student Environmental Action Coalition**

P.O. Box 31909, Philadelphia, PA 19104 Maren Cummings 215/222-4711

Funding for organization that seeks to uproot environmental injustices (including the economic, cultural and political).

**Reason:** Still seem to be recovering from hiatus period. Not able to raise much funding in last few years. Claim a diverse board and volunteers but self-define as white majority. Only 27 members. Unclear where campaigns are being developed and implemented. Biggest piece of work seems to be internal anti-oppression analysis. Come back when campaigns are more developed.

#### **15. Translating Identities Conference**

c/o Free to Be, Burlington, VT 05405 Jacsen Callanan 773/848-8925

Funding for an annual free conference focusing on gender and gender identity.

**Reason:** 2004 conference funded entirely by university--what's changed? No on-going work, although some impact from conference. No details on speakers, workshops. State cannot fill out diversity grid because all information is confidential.



**16. Wild Places**

P.O. Box 853, Springville, CA 93265

Mehmet McMillan

559/539-5263

Funding for an organization dedicated to habitat preservation and indigenous rights in the southern Sierra Nevada Mountain region.

**Reason:** Didn't fill out diversity grid intentionally. No position on reproductive rights. Director is full-time unpaid. 2 part-time staff are paid. No analysis of diversity. Limited vision.



**Board Committee Minutes  
October 2005 Board Packet**

**Enclosed:**

Board Development Committee:

Communications Committee:

Executive Committee: 11/2

Finance Committee:

Fundraising Committee: 11/9

Grant Committee: 11/11

Personnel Committee:

Staff Meetings:

TA Committee: 11/10

**Pending:**

Board Development Committee: 11/14

Finance Committee: 11/29



**Executive Committee Minutes**  
**Wednesday, November 2, 2005**

NEXT MEETING: JANUARY 11, 4:30 P.M.

Nikhil, Cynthia, Robin, Marc (and Yafreisy and Carol for portions dealing with their committees)

**1. WELCOME, AGENDA REVIEW**

\*\*\*\*\*

**2. FINANCE.** Nikhil (chair), Robin, Yafreisy, Wenda, Becca

2006 Budget on agenda for Nov. board meeting

Financial advisor: Donna Colahan doing a proposal to act as financial consultant

Recommendation for amount to allocate for grantmaking at December board meeting will be ready for December meeting

For February: save 45 minutes for training on reading financials

\*\*\*\*\*

**3. FUNDRAISING.** Carol (temp chair), Carmen (incoming chair), Kay, Wec, Hank, Leila  
Meets next week

Donor acquisition mailing in two parts, control and test. Goes out today.

Letter from Noam Chomsky

Board fundraising: Few people have checked in or completed their calls.

Carmen to follow up with people, who need regular reminders

\*\*\*\*\*

**4. 40TH ANNIVERSARY AD HOC COMMITTEE,** Yafreisy, Cynthia, Carol, Kay  
Has met twice and drafted proposal to be presented in December: Plan is to dissolve this committee and set up a true working committee. Request for \$10k to Finance Committee for a consultant to staff the effort. Four events (or more), each in a different city (Seattle, NY, Boston, Chicago, SF, SW). Events could vary in what they are (house parties, conference, event, etc.). Host committee in each place. End in Boston with a large party. Hire an events planner for 2006. See if campaign could be underwritten. Set up committees for specific work (e.g., publications, marketing, etc.)

Could have national co-chairs, such as Many Carter, Jean Entine, Andy Robinson, Susan Sarandon, Noam Chomsky

Other thoughts/resources/ideas: Need to enable board to step up for the 40th; book idea; famous names; advisory board. Need to make sure we don't lose the many ideas suggested.

\*\*\*\*\*

**5. COMMUNICATIONS.** Abby (chair), Ty, Carol, Robert, Hank

Meeting next week.

Marc will look at board bios for updating



Ty and Abby working on radio stuff.

E-newsletter went out yesterday. One donor emails it to all his list-servs, as does Nikhil  
Parking lot/other items to consider:

- \* Ideas for staff training
- \* Translation of materials.

\*\*\*\*\*

#### **6. BOARD DEVELOPMENT.** Cynthia (chair), Carol, Omar, Marc

Meeting next week

Recruiting: Catherine Joseph from Boston Women's Fund said she would join. Needs to be interviewed. June Lee might be interested in returning to the board. Sophia Kim hasn't been reached yet.

Robin will be mentor for Ann Lipsett

Board health: Most people have had their meetings; left to do are Marc, Cynthia, Nikhil, and Abby

PARKING LOT: Board leave policy: address and prepare proposal for board.

\*\*\*\*\*

#### **7. STAFF**

Still need to have Board/staff "lunch": Cynthia and Abby  
Yafreisy is taking a call on finance

\*\*\*\*\*

#### **8. GRANTS.** Camilo (incoming chair), Robin, Yafreisy, Amanda

About 50 grants for the board meeting

For next board meeting: evaluate the shift to general support

Under discussion:

- \* Review of Application Question #11
- \* Review of performance of multi-year grant program.
- \* Analysis of outreach in connection with accessibility and TA grants.
- \* Determining what to do if an applicant fails to answer a question entirely
- \* Amending financial report to include carryovers, etc.
- \* Can Board members make reference calls, freeing staff for other work?
- \* Role of grantees in outreach and fundraising: Be more explicit and public about receiving Resist \$ and how to give to Resist; meet potential donors (to encourage donors to give/give more)

\*\*\*\*\*

#### **9. TA.** Becca (chair), Robin, Yafreisy

Hasn't met since last board meeting

\*\*\*\*\*

#### **10. PERSONNEL** Leila (chair), Marc

Personnel policies need to be updated to reflect changes approved by the board  
Staff now completing self and peer evaluations. Pam is third person for reviews.



\*\*\*\*\*

## **11. OTHER EXECUTIVE COMMITTEE, Marc (chair), Nikhil, Cynthia, Robin**

Select "cheerleader" for fundraising at next board meeting: Carmen?

Select topic for political discussion at board meeting: We selected labor/contingent workers, but due to tie constraints, we will hold for February board meeting. Use current newsletter as homework. Omar to lead, with Camilo as back up.

Plan follow up on subpoena discussion: postponed till next E.C. meeting

## **12. DECEMBER 4 BOARD MEETING**

Board Meeting Assignments:

-- Facilitators: Camilo/business, Yafreisy/grants, (none for political discussion)

-- Minutes: Leila (business), Robin (grants)

-- Lunch: Abby and Omar

## **DRAFT AGENDA**

Meet, eat, greet (10:00-10:15)

Introductions (10:15-10:30)

Agenda review (10:30-10:35)

Approve (or not) minutes (10:35-10:40)

Grants (10:40-12:45)

Lunch AND Networking and opportunities, past and upcoming (12:45-1:15)

More Grants (1:15-2:10)

COMMITTEE BUSINESS: (2:10-4:20)

~~~~ \* Finance/Fundraising: Non-Budget (30 minutes)

~~~~ \* Finance: Budget (30 minutes)

DEEP BREATHING: 5 minutes

~~~~ \* 40th Anniv. (30 minutes)

~~~~ \* Board Dev: Adv. Board, recruiting (15 minutes)

~~~~ \* Personnel: Staff reviews (15 minutes)

Review/reflect/evaluate (4:15-4:30)

Adjourn (4:30)

CLEAN UP

\*\*\*\*\*

## **PARKING LOT ON OTHER THINGS TO REMEMBER IDEAS:**

\* Identify a mechanism for pursuing the best ideas (vs. those that, for instance, require special skills or are less appropriate for Resist).

\* Get brochures, business cards, etc. to all board members and others who could do outreach (Yafreisy and Robin to do)

\* Soliciting Grants

- Could identify a few foundations for re-granting

- Better to look at funding specifics (newsletter, fundraising) or specific target

- Who can best approach particular foundations? (Role for advisors here?)

- 40th anniversary related grants



Executive Committee Minutes

5:00 p.m. Wednesday, September 8, 2005, at Resist

Nikhil, Cynthia, Marc, Robin, with Carol for appropriate committees

1. WELCOME, AGENDA REVIEW

\*\*\*\*\*

2. FINANCE. Nikhil (chair), Robin, Yafreisy, Wenda, Becca

Meeting in two weeks

Doing budget prep for next year

Income is rising.

Finance is looking for a financial advisor. Steve Fahrer at Progressive Asset management might have some ideas

\*\*\*\*\*

3. FUNDRAISING. Carol (temp chair), Carmen (incoming chair), Kay, Wec, Hank, Leila

Sept. in-house appeal has been sent. Went out first class so it goes quickly. Hope is people will give and not be freaked out by the delay of one grant cycle.

Carol is meeting with Nancy Greenhouse about the donor acquisition mailing planned for November. Research ongoing about major donors for board members to do calls. Calls will be divided among board members. Training and tips at October board meeting on how to do calls. Calls will be made the next week. Carol will check with Carmen on whether she wants to do this. Dick Ohmann forwarded Advisory Board appeal mailing, but not donations yet.

\*\*\*\*\*

4. 40TH ANNIVERSARY AD HOC COMMITTEE, Yafreisy, Cynthia, Carol, Kay

Ideas, auction, etc.

Hasn't met yet. Yafreisy will be asked to call a meeting. Need to know any budget implications for next year. We will brainstorm ideas at next board meeting.

\*\*\*\*\*

5. COMMUNICATIONS. Abby (chair), Ty, Carol, Robert, Hank

Will meet on Monday.

Hank and Abby off and running on radio shows.

Need to review bios for their appeal to Web viewers to make people give money. Marc will help create ones that do not exist currently.

Parking lot/other items to consider:

- \* Ideas for staff training

- \* Translation of materials: questions of resources, logistics, other languages, political vision, other translation things (newsletter, Web site). Communications to consider when we have more resources. Might use Web-based free translators.

\*\*\*\*\*

6. BOARD DEVELOPMENT. Cynthia (chair), Carol, Omar, Marc

Interviews being scheduled with Ann Lipsett and Amanda Matos Gonzales as prospective board members Robin suggested current intern, Amanda Torres, as a possible board member



Board health: Meeting with Leila in a week. Haven't been able to set up a time with Kay.

Advisory board: Waiting to talk with Pam as co-chair, and then letter from Pam and Frank to Adv. Bd. with update.

#### PARKING LOT:

- \* Board leave policy: address and prepare proposal for board.

\*\*\*\*\*

#### 7. STAFF

Board/staff "lunch": Cynthia and Abby

Yafreisy is learning about financial management, so that Robin can help

Carol with fundraising and take some of the load off Carol, including staffing the major donor program. Yafreisy is taking up the budget process and will also take up audit, with Robin providing backup.

\*\*\*\*\*

#### 8. GRANTS. Camilo (incoming chair), Robin, Yafreisy, Amanda

40 grants in cycle; 19 to weed out.

Two topics for next board meeting:

- \* evaluate the shift to general support

- \* affirm previous Committee recommendations about awarding multiple grants to one group in a single year (e.g. General Support, TA, Accessibility, Emergency)

Under discussion:

- \* Review of Question #11 on application, particularly in light of response by people of color groups

- \* Review of performance of multi-year grant program.

- \* Analysis of outreach in connection with accessibility and TA grants.

- \* Determining what to do if an applicant fails to answer a question entirely

- \* Amending financial report to include carryovers, etc.

- \* Discussing whether Board members should make reference calls, freeing staff for other work

- \* Role of grantees in outreach and fundraising

  - Be more explicit and public about receiving Resist \$ and how to give to Resist

  - Meet potential donors (to encourage donors to give/give more)

\*\*\*\*\*

#### 9. TA. Becca (chair), Robin, Yafreisy

Hasn't met

3 TA grants so far

\*\*\*\*\*

#### 10. EXECUTIVE COMMITTEE, Marc (chair), Nikhil, Cynthia, Robin

Robin will be "cheerleader" for fundraising at next board meeting.

Resist response to hurricane:

- \* Created links on our Web site.

- \* Sending Email alert with that info.

- \* Looking at funder approach

- \* Discussion at the next board meeting on: Has this created a new era politically?



### Subpoena report:

- \* Resist was subpoenaed for information in connection with a lawsuit one of our grant applicants initiated. Robin will report at next board meeting on issues and response.
- \* Robin will come up with a list of potential attorneys as candidates for board membership

DC demo presence: Cynthia and her affinity group will represent Resist. Material will be sent to her hotel room. Nick will make a banner and print it.

\*\*\*\*\*

### 11. PERSONNEL, Marc

Motions ready for board meeting on diverse issues related to personnel policies. Due to time limitations in June (MANY grants to consider) and August, will be held till October meeting. Staff will locate papers or ask Marc to prepare new ones for board meeting.

Time for staff review: Need a board or adv. bd. member to do this with the "personnel committee": Suggested asking Ty, Kate, or Pam

\*\*\*\*\*

### 12. OCTOBER 2 BOARD MEETING

Board Meeting Assignments:

Facilitators: Becca (business), Carmen (grants), Leila (political discussion)

Minutes: Omar (business), Robin (grants)

Lunch: Camilo and Marc

### DRAFT AGENDA: NOTE LATER START

Meet, eat, greet (10:45-11:00)

Agenda review (11:00-11:05)

Approve (or not) minutes (11:05-11:10)

Political Discussion (11:10-12:10)

Subpoena report (12:10-12:30)

Lunch (12:30-1:00)

COMMITTEE BUSINESS: (1:00-3:10)

- \* Finance/Fundraising (60 minutes)

- \* 40th Anniv. (10 minutes)

- \* Board Dev.: Advisory Board,  
recruiting, board check-ins (15 minutes)

- \* Personnel: Policy changes (15 minutes)

- \* Communications: check in (5 minutes)

- \* Grants: General support, TA grants (15 minutes)

- \* TA: check in (5 minutes)

- \* Staff: (5 minutes)

Fundraising Activity (3:10-4:00)

Networking and opportunities, past and upcoming (4:00-4:15)

Review/reflect/evaluate (4:15-4:30)

Adjourn (4:30)

Clean up

\*\*\*\*\*



#### PARKING LOT ON OTHER THINGS TO REMEMBER IDEAS:

\* Identify a mechanism for pursuing the best ideas (vs. those that, for instance, require special skills or are less appropriate for Resist).

\* Get brochures, business cards, etc. to all board members and others who could do outreach (Yafreisy and Robin to do)

\* Soliciting Grants

- Could identify a few foundations for re-granting
- Better to look at funding specifics (newsletter, fundraising) or specific target
- Who can best approach particular foundations? (Role for advisors here?)
- 40th anniversary related



Fund Raising Committee Meeting  
Minutes from 11/9/05

Present: Kay Mathew, Carmen Rau, Carol Schachet

1. Review current fund raising campaigns

*A. Mailings (house appeals and prospect mailings)*

See attached Excel charts for returns analyses. Overall, the trend for the three house appeals in 2005 (March, July, and September) is upward in terms of percent return. Income is also up sharply, particularly for July. Carol will draft the December appeal by next week and seek input and editing from the FR Committee next week. Possible signers: Noam and Grace.

The March Acquisition mailing performed well, at over 1% returns. The same package is being used as the "Control Group" for the November 2005 Acquisition mailing. The "Test Group" will receive a more complete 2004 grant list. That mailing was dropped by November 4, 2005. Returns have not yet begun.

*B. Board fund raising efforts*

At present, only two Board members have completed their \$1,000 goal. Several others have raised some funds, while the remainder do not appear to have begun their appeals. Carmen agreed to do a 10 minute presentation at the next Board meeting, offering both encouragement and suggestions for ways to raise funds (such as dessert parties, etc.). Kay suggests that Board members might want to pair together to do an event.

*C. Major Donor calls*

Several members have at least attempted their calls, including 5 at the Resist office last week. So far, it has been a difficult campaign with mixed results. Carol will meet with a donor tomorrow for lunch and received a commitment from another donor for increased gifts in 2006 and 2007. Generally speaking, the most common responses from donors are that they cannot give more this year but may increase next year. Some have requested not be called in the future, others okay. Mixed bag. Overall, Board members could use some more encouragement and support. Carmen agreed to call folks after Carol provides her with a list of calls made and results so far.

Once this process is through, we need to evaluate how it has been – things to change or whether to repeat the process.

2. 40<sup>th</sup> Anniversary Committee update

*A. Review their minutes/draft proposal*

The 40<sup>th</sup> Anniversary Committee prepared a proposal that includes several events, hiring a consultant/event coordinator and suggests that this would be a major fund raising campaign. At this point, there is no campaign goal (in terms of fund raising). The committee should work closely with the 40<sup>th</sup> Committee on fund raising goals.

*B. Additional ideas re: Anniversary fund raising and planning*



Grace Paley agreed to call Bob Glassman at Wainwright Bank to encourage their sponsorship of anniversary events and planning. She will let him know that staff will present a specific proposal, but encourage him to fund it completely. Grace should also sign the cover letter of the proposal when its ready.

### 3. Discuss possible new fund raising plans

#### *A. Re-granting/Foundation outreach*

Carol is preparing an application for the Art Appreciation Fund which may include a request for some funds toward the anniversary, as well as general donor development. Hank will do some follow-up once the proposal is submitted. Also investigating other foundation possibilities.

#### *B. other: radio show, ad books, etc.*

Ty and Abby have been working to set up a regular radio show featuring Resist grantees. We should be in contact with the Communications Committee to see if this will pose any fund raising possibilities in addition to visibility.



**Grant Committee  
Minutes  
November 11, 2005**

**Present:** Amanda Matos-Gonzalez, Camilo Viveiros, Yafreisy Mejia and Robin Carton

**1. Weeding**

16 proposals were weeded out from the December cycle. There are still about 48 proposals still in the cycle.

*Future Action:*

Questions were raised about the number and content of grants received from groups working in Native American communities. Future discussions and action include: more outreach to activist groups; more discussion of the role of cultural preservation as a tool for organizing.

Questions were raised about the scope and funding for student-based groups. A brief review was done of past Board standards for university-based groups and the policy is listed below.

*Funding of university affiliated groups*

University affiliated groups will be considered after receipt of specific information about the amount and kind of funding the group receives from the University and whether RESIST funding will make a difference in their work.

**2. General Support Grants**

Yafreisy will lead a discussion with the Board on how the process has been to shift to general support grantmaking. Issues to discuss include: effectiveness of the new proposal in providing sufficient information and the Board's perspective on general support funding as a whole.

*Future Action:*

The Committee will begin to think pro-actively about how to move Resist's grantmaking forward. The Committee will spend several sessions working to shape a future board discussion on an analysis of Resist's vision for social justice and how this can be furthered in its grantmaking programs.

**3. Next Grant Committee Meeting Discussions**

The Committee will *review* the political focus sections of the application (particularly Question #11) in light of response by people of color groups. The Committee will try to determine if there are any patterns to responses and what this might indicate for changes required.

The Committee will also draft a proposal in response to the Board's inquiry regarding the efficacy of having Board members do some reference calls and if this would freeing staff for other work.

**4. Grant Meeting Dates for 2006**

Meetings will be held at 10:00 at the Resist office.

January 6

March 3

May 5

July 7

September 1

November 3



**Future Grant Committee Discussions:**

- a. *Review* of performance of multi-year grant program.
- b. *Analyze* outreach in connection with accessibility and TA grants.
- c. *Determine* what to do if an applicant fails to answer a question entirely
- d. *Add* a line on financial report on application asking for carryover amounts (surplus or deficit) from previous year
- e. *Discuss* f. *Discuss* the role of grantees in outreach and fundraising
  - how to be more explicit and public about receiving funding and how to give to Resist
  - how to enable grantees to meet potential donors (to encourage them to give/give more)



**TA Committee**  
**Minutes**  
**11/10/05**

**1. Outreach/ lack of proposals**

Are we not getting proposals b/c there is no need or b/c it's not on people's radars or b/c the application is not accessible?

What can we do to publicize this program more? Do we need to?

Outreach has been poor so far.

Ways to include outreach:

- mention TA grants in reference calls
- include eligibility in letters to grant recipients
- send a targeted e-mail to groups who are eligible

**2. Resource guides**

What will be our next topic and what needs to be done to create a new guide?

Need to update:

- Finding Funding
- TA Guide
- Media Resource Guide

Review and re-develop peace and anti-war resources already up on the website

Expand the section on counter-recruitment resource

*Action:* Becca will check with some of her colleagues for additional media funding resources.

*Action:* Yafreisy will look for an intern to help work on these issues

**3. Next steps in on-going TA work**

Is there a need for this committee to operate as a standing committee?

Does not need to meet as frequently. Perhaps quarterly. At some point it may make sense to role it in to the Grant Committee. Right now Grant Committee has new members and it is not a good time for them to take on more work.

If Committee meets quarterly it would be for review, reflection and maintenance of TA program. Vision for new work could be done quarterly given that there are not the finances or personnel to do new initiatives at this point.



# Finance Narrative to accompany the Resist Balance Sheet and Board Report (1/1/05- 10/31/05)

## Big Picture:

(refer to Balance Sheet- A)

### Assets:

Current total assets are approximately \$12,806 less than FY04 year-to-date.

## 10 Month Income and Expense levels (Month End October 31, 2005)

(FY 2005 compared to Budget: refer to Board Report - B):

The current **net loss** is about \$158,000. **Income is down** approximately \$70,686 and **expenses are down** approximately \$85,373 in relation to budgeted amounts. As a result, **net loss** (expenses over income) is approximately \$15,186 less than the budgeted loss of \$172, 000 for this period of time.

### Revenue:

2005 Y-T-D revenue is *down about \$70,686* in comparison to Y-T-D budget figures (\$356,874 v. \$427,560). This difference in relation to the budget is made up of the following factors:

|                                          |                |
|------------------------------------------|----------------|
| - Internal Mailing Contributions are up: |                |
| - Pledge Income is up                    | \$8,209        |
| - Newsletter Income is down              | (\$4,505)      |
| - ABC Income is up                       | <u>\$2,232</u> |
|                                          | \$5,936        |
| - Prospect Income is down                | (\$4,078)      |
| - Special Contributions are down         |                |
| Donor Directed contributions are down*   | (\$13,067)     |
| Unsolicited Contributions are down**     | (\$48,729)     |
| Matching Grants are up                   | \$ 609         |
| Stock Contributions are up about         | \$ 9,338       |
| Board Fundraising is down***             | (\$ 9,199)     |
|                                          | (\$60,978)     |
| - Other Revenue is up                    | \$ 400         |
| - Unrealized Gain (loss) is down         | (\$11,207)     |

|                       |            |
|-----------------------|------------|
| <u>Losses: Total:</u> | (\$90,785) |
| <u>Gains: Total:</u>  | \$20,788   |

\* Donor Directed contributions include a decrease of \$2,500 from one donor, \$3,500 from one donor who gave individually in 2005. Donor Directed income is approximately \$6,003 more than FY04 YTD.

\*\* Unsolicited Contributions. Unsolicited Contributions are \$52,950 less than FY04 YTD when \$34,150 was received in estate distributions.

\*\*\* Board Fundraising includes \$20,000 to be raised by the Board and Advisory Board.



## Expenses:

Total expenses 2005 Y-T-D are about \$85,373 *under* budget.

**Over-budget amount:**                **\$6,404**

|                              |          |
|------------------------------|----------|
| - ABC costs*                 | \$ 3,321 |
| - Personnel/Health Insurance | \$ 3,083 |

**Under-budget amount:**                **(\$91,776)**

|                                |            |
|--------------------------------|------------|
| Pledge costs                   | (\$ 1,715) |
| Prospect Mailing**             | (\$ 8,279) |
| Other fundraising costs        | (\$ 975)   |
| Grants***                      | (\$57,359) |
| Grants Program                 | (\$ 723)   |
| Newsletter Costs               | (\$ 3,756) |
| Web Site / Internet Costs      | (\$ 687)   |
| General and Administrative**** | (\$ 9,204) |
| Misc. expenses                 | (\$ 2,487) |
| Board expenses*****            | (\$ 6,591) |

\* ABC Costs reflect an additional \$3,095 for consultant services that was not budgeted.

\*\* Prospect Mailing costs reflect \$8,279 of printing, mail house and consultant fees incurred but not paid

\*\*\* Grants costs reflect the decision to combine October and December grant cycles- no grants paid out in December

\*\*\*\* General and Administrative costs reflect underspending of \$2,500 for temporary help and \$2,000 for travel costs.

\*\*\*\*\* Board Expenses reflect the shifting of expenditures for printing and postage to the grant program



**RESIST, INC.**  
**Balance Sheet**  
**As of October 31, 2005**

|                                        | <u>Oct 31, 05</u>        | <u>Oct 31, 04</u>        |
|----------------------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                          |                          |                          |
| <b>Current Assets</b>                  |                          |                          |
| <b>Checking/Savings</b>                |                          |                          |
| Wainwright Bank Checking               | 14,843.81                | 2,984.18                 |
| Petty cash                             | 50.00                    | 50.00                    |
| <b>Total Checking/Savings</b>          | <u>14,893.81</u>         | <u>3,034.18</u>          |
| <b>Other Current Assets</b>            |                          |                          |
| Investments                            | 135,290.46               | 160,860.06               |
| Inventory T-shirts                     | 4,802.62                 | 666.96                   |
| Prepaid expenses                       | 2,934.30                 | 3,740.84                 |
| <b>Total Other Current Assets</b>      | <u>143,027.38</u>        | <u>165,267.86</u>        |
| <b>Total Current Assets</b>            | 157,921.19               | 168,302.04               |
| <b>Fixed Assets</b>                    |                          |                          |
| Leasehold improvements                 | 15,064.68                | 15,064.68                |
| Accum depr leasehold imp               | (9,430.51)               | (7,924.04)               |
| Furniture, fixtures, & equip           | 16,310.03                | 36,130.38                |
| Accum depr of furn & fix               | (13,717.00)              | (32,619.04)              |
| <b>Total Fixed Assets</b>              | <u>8,227.20</u>          | <u>10,651.98</u>         |
| <b>Other Assets</b>                    |                          |                          |
| Deposits                               | 2,230.00                 | 2,230.00                 |
| <b>Total Other Assets</b>              | <u>2,230.00</u>          | <u>2,230.00</u>          |
| <b>TOTAL ASSETS</b>                    | <u><u>168,378.39</u></u> | <u><u>181,184.02</u></u> |
| <b>LIABILITIES &amp; EQUITY</b>        |                          |                          |
| <b>Liabilities</b>                     |                          |                          |
| <b>Current Liabilities</b>             |                          |                          |
| <b>Accounts Payable</b>                |                          |                          |
| Accounts payable                       | (1,476.78)               | 306.57                   |
| Grants payable                         | 54,000.00                | 0.00                     |
| <b>Total Accounts Payable</b>          | <u>52,523.22</u>         | <u>306.57</u>            |
| <b>Other Current Liabilities</b>       |                          |                          |
| Payroll Liabilities                    | 3,549.96                 | 3,583.49                 |
| Accrued payroll and taxes              | 12,758.80                | 17,938.59                |
| Accrued expenses - other               | 620.52                   | 0.00                     |
| Security deposits held                 | 1,750.00                 | 1,750.00                 |
| <b>Total Other Current Liabilities</b> | <u>18,679.28</u>         | <u>23,272.08</u>         |
| <b>Total Current Liabilities</b>       | <u>71,202.50</u>         | <u>23,578.65</u>         |
| <b>Total Liabilities</b>               | 71,202.50                | 23,578.65                |
| <b>Equity</b>                          |                          |                          |
| Fund balance general                   | 254,649.73               | 301,176.21               |
| Net Income                             | (157,473.84)             | (143,570.84)             |
| <b>Total Equity</b>                    | <u>97,175.89</u>         | <u>157,605.37</u>        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>  | <u><u>168,378.39</u></u> | <u><u>181,184.02</u></u> |



**RELIST, INC.**  
**Profit & Loss Budget Performance**  
**October 2005**

|                                | <u>Oct 05</u>    | <u>Budget</u>      | <u>Oct 04</u>      | <u>Jan - Oct 05</u> | <u>YTD Budget</u>   | <u>Jan - Oct 04</u> | <u>Annual Budget</u> |
|--------------------------------|------------------|--------------------|--------------------|---------------------|---------------------|---------------------|----------------------|
| <b>Ordinary Income/Expense</b> |                  |                    |                    |                     |                     |                     |                      |
| <b>Income</b>                  |                  |                    |                    |                     |                     |                     |                      |
| Internal Mailings              | 23,293.10        | 21,240.00          | 17,949.50          | 232,376.07          | 226,440.00          | 218,420.51          | 360,000.00           |
| Prospecting                    | 230.00           | 2,360.00           | 170.00             | 21,081.65           | 25,160.00           | 15,192.57           | 40,000.00            |
| Other Revenue                  | 2,312.77         | 497.08             | 2.09               | 5,669.30            | 5,299.32            | 1,942.86            | 8,425.00             |
| Special contributions          | 15,926.20        | 12,505.00          | 17,618.51          | 93,933.44           | 154,980.00          | 116,234.58          | 266,000.00           |
| Investment Income              | 259.26           | 273.17             | 182.24             | 2,623.93            | 2,912.27            | 2,040.01            | 4,630.00             |
| Realized gain or loss          | 21.60            |                    | 0.00               | (54.78)             |                     | 0.00                |                      |
| Unrealized gain (loss)         | (952.21)         | 1,153.45           | 649.28             | 1,090.35            | 12,296.95           | 3,780.11            | 19,550.00            |
| Miscellaneous revenue          | 0.00             | 5.90               | 0.00               | 4.00                | 62.90               | 36.10               | 100.00               |
| Restricted Funds               | 0.00             | 38.35              | 0.00               | 150.00              | 408.85              | 150.00              | 650.00               |
| <b>Total Income</b>            | <b>41,090.72</b> | <b>38,072.95</b>   | <b>36,571.62</b>   | <b>356,873.96</b>   | <b>427,560.29</b>   | <b>357,796.74</b>   | <b>699,355.00</b>    |
| <b>Expense</b>                 |                  |                    |                    |                     |                     |                     |                      |
| Internal Mailing Costs         | 615.59           | 1,575.00           | 239.95             | 17,356.45           | 15,750.00           | 9,228.01            | 18,900.00            |
| Prospecting Mailing Costs      | 6,949.18         | 3,891.66           | 11,931.44          | 30,637.26           | 38,916.68           | 41,744.44           | 46,700.00            |
| Other Fundraising Costs        | 43.15            | 170.42             | 33.30              | 728.73              | 1,704.16            | 649.18              | 2,045.00             |
| Grant                          | 5,158.00         | 59,316.67          | 41,500.00          | 216,507.77          | 273,866.66          | 197,484.65          | 315,000.00           |
| Grants Program                 | 17.06            | 312.50             | 219.84             | 2,401.53            | 3,125.00            | 4,152.43            | 3,750.00             |
| Newsletter Costs               | 2,677.60         | 2,666.67           | 3,203.70           | 22,910.73           | 26,666.66           | 38,044.98           | 32,000.00            |
| Website & Internet             | 96.23            | 166.67             | 74.91              | 979.51              | 1,666.66            | 702.11              | 2,000.00             |
| Personnel                      | 14,736.75        | 16,164.51          | 14,450.95          | 164,728.12          | 161,644.98          | 149,696.31          | 193,974.00           |
| General and Administrative     | 5,903.19         | 5,755.51           | 2,127.18           | 54,551.21           | 63,754.98           | 54,358.29           | 75,266.00            |
| Misc expenses                  | 185.18           | 454.17             | 139.77             | 2,054.29            | 4,541.66            | 1,898.46            | 5,450.00             |
| Board Expense                  | 352.20           | 858.33             | 626.99             | 1,992.26            | 8,583.34            | 3,258.72            | 10,300.00            |
| <b>Total Expense</b>           | <b>36,734.13</b> | <b>91,332.11</b>   | <b>74,548.03</b>   | <b>514,847.86</b>   | <b>600,220.78</b>   | <b>501,217.58</b>   | <b>705,385.00</b>    |
| <b>Net Ordinary Income</b>     | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,973.90)</b> | <b>(172,660.49)</b> | <b>(143,420.84)</b> | <b>(6,030.00)</b>    |
| <b>Other Income/Expense</b>    |                  |                    |                    |                     |                     |                     |                      |
| Other Expense                  |                  |                    |                    |                     |                     |                     |                      |
| Suspense                       | 0.00             |                    | 0.00               | (500.06)            |                     | 150.00              |                      |
| <b>Total Other Expense</b>     | <b>0.00</b>      |                    | <b>0.00</b>        | <b>(500.06)</b>     |                     | <b>150.00</b>       |                      |
| <b>Net Other Income</b>        | <b>0.00</b>      |                    | <b>0.00</b>        | <b>500.06</b>       |                     | <b>(150.00)</b>     |                      |
| <b>Net Income</b>              | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,473.84)</b> | <b>(172,660.49)</b> | <b>(143,570.84)</b> | <b>(6,030.00)</b>    |



# 2006 Budget Narrative

## Fiscal Overview

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

### *Prior Fiscal Policy:*

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

The Board also voted that:

1. All restricted funds must be maintained at current principal levels. This would include: the Loan Fund, the Resist Endowment, the Holmes Memorial Fund and the Cohen Memorial Fund. Currently, this totals approximately \$116,986.
2. Resist will maintain \$25,000 in cash on hand each year in the Operating Fund to cover the costs of any prospecting mailing (later amended to cover any temporary cash shortfall).
3. Resist will reserve \$35,000 to cover any unanticipated expenses which might arise during the course of a single year. Based on current budget expansion this totals \$70,000.

As a result, the total fund balances which Resist should not fall below is \$175,000. However, actual spending needs suggest fund balances should not fall below \$210,000. The FY'06 Budget takes this policy into account and reflects that Resist can no longer spend down its assets.

### *Special Event Income/Expenses*

This budget reflects a financial request of \$15,000 for expenses related to planning or hosting of events related to Resist's 40<sup>th</sup> anniversary in 2007 or other special events. It does not include income projections for the same.

### *Benchmarks:*

In the past, Resist's direct grant and newsletter expenses (exclusive of administration of the programs) have been close to or exceeding 50% of the total annual budget. In the last several years, as expenses have outpaced income, grant spending has remained stable with other costs have increased. As a result, direct program expenses are now approximately 44% of the annual budget.

### *Bottom Line*

This budget leaves Resist with \$28,513 of expenses over income (a net loss). If Yafreisy moves to Pedro's health insurance plan- there will be a loss of \$13,513. The Budget will sustain mid-course corrections and adjustments by the Finance Committee to ensure there is a balance by year end.

## Income

### *Income Projections*

*Internal and External mailing Income:* Newsletter is projected to remain stable as donors continue to adjust to the reduction in Newsletter issues from 10 to 6 per year implemented in FY'05. ABC income will increase by 3% (\$5,000) based upon increased numbers of donors retained through prospect mailings and better coordination of newsletter, house and prospecting solicitations. Prospect income is projected to increase by 5% (\$2,000) based upon current economic trends and response rates in FY'05- unless charitable giving in response to Hurricane Katrina has a significant impact on potential donors. Pledge income is projected to increase by 3% based upon pledge drives, electronic funds transfers and credit card increases. Increases predicted from internal and external mailings total \$12,000 (4% over FY'05).

*Special Contributions:* Stocks are projected to increase 28% in comparison to the FY'05 budget based on current market projections and stock valuation. YTD stocks actually received are \$12,000 over FY 4 Budget YTD. Unsolicited donations are expected to decrease 17% (\$20,000) given that FY'05 donations are far behind current projections (\$26,651 received vs. \$65,280 projected YTD). This figure may be impacted by the fact that budget numbers for this line item in QuickBooks are not weighted to reflect that the bulk of donations are received in November and December. As a result, Special Contributions will show a 5% decrease of \$13,000.



*Board Fundraising:* Board fundraising is still an integral part of the budget (approximately \$20,000). In FY 5 it does not appear that members will meet their fundraising goals. It is important to note this both as a red flag for FY 6 and to remind Board members of their agreement.

*Investment Income:* Projected \$1,370 less income in comparison to FY 5 budget based on current projections and decrease in overall assets.

*Sales:* T-shirts sales are projected to remain the same given the introduction of new lines.

*Total Income:* Projection is for approximately \$18,070 less in revenue in comparison to FY 4 (a 3% decrease).

### ***Fund-raising Strategies Proposed for 2006***

Resist's income to expense ratio has decreased over the last 3 years. Whereas Resist benefited from the economic boom of the 1990s, Resist has continued to experience a proportional drop during the economic downturn of the current market. Resist has also been negatively impacted by the re-direction of donor funds in response to the 2004 presidential election and the tsunami following the election. It is unclear how donor response to hurricane Katrina will impact Resist during FY 6. This is congruent with the experience of other social justice foundations which have reported a reduction in both major and sustaining gifts. Given that Resist will also encounter some decreases in the traditional sources of funding, two emphases are suggested for the coming year:

#### ***1. Increase Board outreach to potential donors.***

This proposal continues the plan implemented in FY 5 requiring that each Board and Advisory Board member be encouraged to raise \$1,000 over the course of FY 6. Strategies could include outreach to family members, colleagues, and fellow activists through written solicitations, house parties or sponsorships. The goal would be for Board members to raise approximately \$20,000 during FY 6.

#### ***2. Expand the base through maintenance of prospect mailing program.***

Resist should continue to engage in an aggressive donor acquisition project. It is important to maintain donor acquisition to offset (and move past) donor attrition. The costs and benefits of this strategy are already included in the FY 6 budget.

## **Expenses**

There are no major program changes identified in this budget given the current budget projections. Any Board decision-making about programmatic changes will require a budget revision process to take those costs into account. Moreover, given the uncertainty of Resist income streams, the Board may want to identify certain areas of expenses that could be reduced as needed.

*Grants:* There is a 2% reduction in general support grants (\$5,000) as a means of balancing the budget.

*ABC:* \$2,500 has been included to reflect continuing use of Nancy Greenhouse as a consultant to refine internal fundraising appeals.

*Newsletter:* 3% (\$1,000) reductions in cost reflect a decrease from 10 to 6 issues per year.

*Temporary help:* The 27% reduction in costs (\$2,000) reflects the stipend for Jean Smith and some additional funds as necessary. In FY'05, this line item also included funds for temporary help during Yafreisy maternity leave.

*Consultant:* \$1,500 reflects the need for a computer consultant to upgrade the web site. These costs may be donated by Damien Keith, the web designer.

*Personnel:* A 1% increase of \$2,859 reflects: staff cost-of-living increases and health insurance cost increases. Implementation of Tufts Health Plan in FY 5 has resulted in approximately \$1,000 in savings to date. In FY 6 (during open enrollment), Yafreisy may shift to her husband health insurance plan- with a potential savings of \$13,000 not currently reflected in the budget. Please note that Robin is currently working 4/5 time and is not budgeted as a full time position for FY 6.



**2006 Budget  
Board Form**

|                                | <b>FY2002</b>     | <b>FY2003</b>     | <b>FY04</b>       | <b>FY 05<br/>YTD</b> | <b>Budget<br/>2005</b> | <b>Budget<br/>2006</b> | <b>06/05 %</b> |
|--------------------------------|-------------------|-------------------|-------------------|----------------------|------------------------|------------------------|----------------|
| <b>Income</b>                  |                   |                   |                   |                      |                        |                        |                |
| Internal Mailings              | \$333,043         | \$333,903         | \$341,170         | \$193,602            | \$360,000              | \$370,000              | 103%           |
| Prospect Mailings              | \$41,851          | \$40,733          | \$42,408          | \$20,727             | \$40,000               | \$42,000               | 105%           |
| Special Contributions          | \$240,849         | \$236,130         | \$221,347         | \$76,407             | \$266,000              | \$253,500              | 95%            |
| Events                         | \$0               | \$0               | \$0               | \$0                  | \$0                    | \$0                    |                |
| Investments                    | (\$28,606)        | \$25,266          | \$9,386           | \$4,224              | \$24,180               | \$8,260                | 34%            |
| Other                          | \$2,041           | \$2,319           | \$5,958           | \$3,413              | \$9,175                | \$7,525                | 82%            |
| <b>Total Income</b>            | <b>\$589,178</b>  | <b>\$638,351</b>  | <b>\$620,270</b>  | <b>\$298,373</b>     | <b>\$699,355</b>       | <b>\$681,285</b>       | <b>97%</b>     |
| <b>Expenses</b>                |                   |                   |                   |                      |                        |                        |                |
| <i>Fundraising</i>             |                   |                   |                   |                      |                        |                        |                |
| Internal Mailing Costs         | \$14,565          | \$16,922          | \$13,252          | \$14,610             | \$18,900               | \$20,000               | 106%           |
| Prospect Mailing Costs         | \$41,480          | \$45,621          | \$51,058          | \$23,671             | \$46,700               | \$46,700               | 100%           |
| Event Costs                    | \$0               | \$0               | \$0               | \$0                  | \$0                    | \$15,000               |                |
| Other Fundraising Costs        | \$1,554           | \$1,717           | \$1,026           | \$582                | \$2,145                | \$1,650                | 77%            |
| <b>Total Fundraising Costs</b> | <b>\$57,599</b>   | <b>\$64,260</b>   | <b>65,336</b>     | <b>\$38,863</b>      | <b>\$67,745</b>        | <b>\$83,350</b>        | <b>123%</b>    |
| <i>Program</i>                 |                   |                   |                   |                      |                        |                        |                |
| Grants                         | \$336,880         | \$306,900         | \$305,457         | \$211,350            | \$310,000              | \$305,000              | 98%            |
| Grants Program                 | \$696             | \$2,659           | \$4,785           | \$2,295              | \$3,750                | \$6,600                | 176%           |
| Newsletter                     | \$42,733          | \$46,220          | \$41,969          | \$16,690             | \$32,200               | \$31,200               | 97%            |
| Website                        | \$0               | \$992             | \$850             | \$808                | \$2,000                | \$2,000                | 100%           |
| <b>Total Program Costs</b>     | <b>\$380,309</b>  | <b>\$356,770</b>  | <b>353,061</b>    | <b>\$231,144</b>     | <b>\$347,950</b>       | <b>\$344,800</b>       | <b>99%</b>     |
| <i>Other</i>                   |                   |                   |                   |                      |                        |                        |                |
| Personnel                      | \$160,105         | \$179,850         | \$182,925         | \$139,954            | \$194,475              | \$197,334              | 101%           |
| General and Administrative     | \$55,894          | \$65,642          | \$64,258          | \$47,972             | \$80,716               | \$78,964               | 98%            |
| Board Expenses                 | \$8,821           | \$5,637           | \$3,826           | \$1,463              | \$10,300               | \$5,350                | 52%            |
| <b>Total Other Costs</b>       | <b>\$224,820</b>  | <b>\$251,129</b>  | <b>\$251,010</b>  | <b>\$189,390</b>     | <b>\$285,491</b>       | <b>\$281,648</b>       | <b>99%</b>     |
| <b>Total Expenses</b>          | <b>\$662,728</b>  | <b>\$672,159</b>  | <b>\$669,406</b>  | <b>\$459,396</b>     | <b>\$701,186</b>       | <b>\$709,798</b>       | <b>101%</b>    |
| <b>Total Income (Loss)</b>     | <b>(\$73,550)</b> | <b>(\$33,808)</b> | <b>(\$49,136)</b> | <b>(\$161,023)</b>   | <b>(\$1,831)</b>       | <b>(\$28,513)</b>      |                |
| <i>Other Income/Expense</i>    |                   |                   |                   |                      |                        |                        |                |
| Suspense                       |                   |                   |                   | \$4,665              |                        |                        |                |
| <b>Net Income (Loss)</b>       |                   |                   |                   | <b>(\$156,358)</b>   |                        |                        |                |



**Executive Committee Minutes**  
**Wednesday, November 2, 2005**

NEXT MEETING: JANUARY 11, 4:30 P.M.

Nikhil, Cynthia, Robin, Marc (and Yafreisy and Carol for portions dealing with their committees)

**1. WELCOME, AGENDA REVIEW**

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**2. FINANCE.** Nikhil (chair), Robin, Yafreisy, Wenda, Becca  
2006 Budget on agenda for Nov. board meeting  
Financial advisor: Donna Colahan doing a proposal to act as financial consultant  
Recommendation for amount to allocate for grantmaking at December board meeting will be ready for December meeting  
For February: save 45 minutes for training on reading financials

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**3. FUNDRAISING.** Carol (temp chair), Carmen (incoming chair), Kay, Wec, Hank, Leila  
Meets next week  
Donor acquisition mailing in two parts, control and test. Goes out today.  
Letter from Noam Chomsky  
Board fundraising: Few people have checked in or completed their calls.  
Carmen to follow up with people, who need regular reminders

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**4. 40TH ANNIVERSARY AD HOC COMMITTEE,** Yafreisy, Cynthia, Carol, Kay  
Has met twice and drafted proposal to be presented in December: Plan is to dissolve this committee and set up a true working committee. Request for \$10k to Finance Committee for a consultant to staff the effort. Four events (or more), each in a different city (Seattle, NY, Boston, Chicago, SF, SW). Events could vary in what they are (house parties, conference, event, etc.). Host committee in each place. End in Boston with a large party. Hire an events planner for 2006. See if campaign could be underwritten. Set up committees for specific work (e.g., publications, marketing, etc.)

Could have national co-chairs, such as Many Carter, Jean Entine, Andy Robinson, Susan Sarandon, Noam Chomsky

Other thoughts/resources/ideas: Need to enable board to step up for the 40th; book idea; famous names; advisory board. Need to make sure we don't lose the many ideas suggested.

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**5. COMMUNICATIONS.** Abby (chair), Ty, Carol, Robert, Hank  
Meeting next week.  
Marc will look at board bios for updating



Ty and Abby working on radio stuff.

E-newsletter went out yesterday. One donor emails it to all his list-servs, as does Nikhil

Parking lot/other items to consider:

- \* Ideas for staff training
- \* Translation of materials.

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## **6. BOARD DEVELOPMENT.** Cynthia (chair), Carol, Omar, Marc

Meeting next week

Recruiting: Catherine Joseph from Boston Women's Fund said she would join. Needs to be interviewed. June Lee might be interested in returning to the board. Sophia Kim hasn't been reached yet.

Robin will be mentor for Ann Lipsett

Board health: Most people have had their meetings; left to do are Marc, Cynthia, Nikhil, and Abby

PARKING LOT: Board leave policy: address and prepare proposal for board.

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## **7. STAFF**

Still need to have Board/staff "lunch": Cynthia and Abby

Yafreisy is taking a call on finance

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## **8. GRANTS.** Camilo (incoming chair), Robin, Yafreisy, Amanda

About 50 grants for the board meeting

For next board meeting: evaluate the shift to general support

Under discussion:

- \* Review of Application Question #11
- \* Review of performance of multi-year grant program.
- \* Analysis of outreach in connection with accessibility and TA grants.
- \* Determining what to do if an applicant fails to answer a question entirely
- \* Amending financial report to include carryovers, etc.
- \* Can Board members make reference calls, freeing staff for other work?
- \* Role of grantees in outreach and fundraising: Be more explicit and public about receiving Resist \$ and how to give to Resist; meet potential donors (to encourage donors to give/give more)

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## **9. TA.** Becca (chair), Robin, Yafreisy

Hasn't met since last board meeting

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## **10. PERSONNEL** Leila (chair), Marc

Personnel policies need to be updated to reflect changes approved by the board

Staff now completing self and peer evaluations. Pam is third person for reviews.



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## **11. OTHER EXECUTIVE COMMITTEE**, Marc (chair), Nikhil, Cynthia, Robin

Select "cheerleader" for fundraising at next board meeting: Carmen?

Select topic for political discussion at board meeting: We selected labor/contingent workers, but due to tie constraints, we will hold for February board meeting. Use current newsletter as homework. Omar to lead, with Camilo as back up.

Plan follow up on subpoena discussion: postponed till next E.C. meeting

## **12. DECEMBER 4 BOARD MEETING**

Board Meeting Assignments:

-- Facilitators: Camilo/business, Yafreisy/grants, (none for political discussion)

-- Minutes: Leila (business), Robin (grants)

-- Lunch: Abby and Omar

### **DRAFT AGENDA**

Meet, eat, greet (10:00-10:15)

Introductions (10:15-10:30)

Agenda review (10:30-10:35)

Approve (or not) minutes (10:35-10:40)

Grants (10:40-12:45)

Lunch AND Networking and opportunities, past and upcoming (12:45-1:15)

More Grants (1:15-2:10)

COMMITTEE BUSINESS: (2:10-4:20)

~~~ \* Finance/Fundraising: Non-Budget (30 minutes)

~~~ \* Finance: Budget (30 minutes)

DEEP BREATHING: 5 minutes

~~~ \* 40th Anniv. (30 minutes)

~~~ \* Board Dev: Adv. Board, recruiting (15 minutes)

~~~ \* Personnel: Staff reviews (15 minutes)

Review/reflect/evaluate (4:15-4:30)

Adjourn (4:30)

CLEAN UP

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### **PARKING LOT ON OTHER THINGS TO REMEMBER IDEAS:**

\* Identify a mechanism for pursuing the best ideas (vs. those that, for instance, require special skills or are less appropriate for Resist).

\* Get brochures, business cards, etc. to all board members and others who could do outreach (Yafreisy and Robin to do)

\* Soliciting Grants

- Could identify a few foundations for re-granting

- Better to look at funding specifics (newsletter, fundraising) or specific target

- Who can best approach particular foundations? (Role for advisors here?)

- 40th anniversary related grants



**Minutes**  
**Finance Committee**  
**October 29, 2005**

**Present:** Nikhil Aziz (chair), Robin Carton, Wenda Tai, Yafreisy Mejia, Becca Howes-Mischel

**1. Review of FY05 Financial Statements**

Our net loss (i.e., expenses over income) is \$157,473 at the end of October, which is \$15,186 less than the budgeted amount.

October income exceeded FY'04 October income by \$4,500 and the budgeted October income for FY'05 by \$3,000

See Narrative attached for more detail.

**2. Proposal for Grant Expenditures in December**

The combined allocations left in the budget for FY'05 amount to \$103,100. The total request amount for the combined October/December cycle is approximately \$146,000. Given the current financial position, the Committee recommends to the Board:

*Proposal:* The Board should only expend approximately \$70,000 for the combined October and December grantmaking cycle in order to balance the budget and preserve funds for FY'06. All grants originally slated for the October funding cycle will have a final decision. The Board should defer any grant of interest originally slated for the December cycle that may not receive funding due to financial constraints to the February cycle when more funds will be available.

The Board might need to continue to defer grants throughout FY'06 until more funds become available.

**2. Board Designated Net Assets/Reserve Funds**

Board Designated Net Assets include the Loan Fund (\$12,123), Cohen Memorial Fund (\$9,481), Resist Fund (\$82,233), Holmes Fund (\$14,987) and the Board Reserve (\$60,000) for a total of \$178,824. At the discretion of the Board of Directors, the investment income and principal from the Loan, Cohen, Resist and Holmes funds can be used to award grants. The Board reserve of \$60,000 is intended to cover unanticipated expenses- with \$25,000 to be set aside for fundraising.

At this point, there is only approximately \$10,000 in the investment account at Schwab to cover the Board Reserve. To cover a third of all operating costs (including grants) would require \$229,000. To cover a third of all operating costs exclusive of grants would require \$133,600.

*Proposal:* The Board should build the Reserve Fund to reflect coverage for one-third of all annual operating costs, exclusive of grant-giving. This should be reflected in the three year financial plan being crafted by the Finance Committee.



### **3. Budget FY'06**

The budget is relatively conservative in its projections of income and expenses.

The 40<sup>th</sup> Anniversary Committee requested \$15,000 to be put into the budget for planning, marketing and materials costs. While there is no line item for expenses yet, the Committee is in the process of developing their budget. The Committee will need to devise ways for income to offset this expense in order to keep the budget balanced. Potential income includes a bank loan, a large donation and underwriting. The Finance Committee recognizes the need for Resist to invest money in the 40<sup>th</sup> anniversary celebration—which is both a celebration of our achievements and an opportunity to grow our grantmaking budget through fundraising—and the run-up to it and urges the 40<sup>th</sup> Anniversary Committee to use restraint where it can in its spending.

New line items will be created in the Financial Statements for Events related income and expenses.

Board fundraising is still an integral part of the budget. It does not appear that members will meet their \$1,000 goal for FY05. The Finance Committee feels that it is important to continue to keep this line item in the budget to spur Board fundraising and to recognize Board members' commitments, and- strongly urges the Board to be aware of the potential pitfalls if income is short.

See Narrative attached for more detail.

### **4. 3 Year Financial Plan**

Wenda has done some analysis with the figures that Robin provided to give a historical sense of financial performance. She will e-mail these to the Committee for review. At a special meeting the Committee will review performance, make decisions about where Resist should go, how/when to build reserves and how to build net income. The Committee will meet in February to begin this process.

### **5. Back Burner Issues:**

#### **a. Board Training**

The financial training for the Board, including basic skill building, will be held for 45 minutes at the February 2006 Board meeting.

#### **b. Investment Advisors**

Robin is still working with Donna Colahan at Morgan Stanley to figure out how to make an investment advisor work.

### **6. Next Meeting**

The next meeting will be Tuesday, January 24<sup>th</sup> from 4:00 to 5:30. **Please note the time change!**

If everyone's schedule allows: the special 3 year plan meeting will be Tuesday, 13<sup>th</sup> from 4:00 to 5:30.



## Finance Narrative to accompany the Resist Balance Sheet and Board Report (1/1/05- 10/31/05)

### Big Picture:

(refer to Balance Sheet- A)

#### Assets:

Current total assets are approximately \$12,806 less than FY04 year-to-date.

### 10 Month Income and Expense levels (Month End October 31, 2005) (FY 2005 compared to Budget: refer to Board Report - B):

The current **net loss** is about \$158,000. **Income is down** approximately \$70,686 and **expenses are down** approximately \$85,373 in relation to budgeted amounts. As a result, **net loss** (expenses over income) is approximately \$15,186 less than the budgeted loss of \$172, 000 for this period of time.

#### Revenue:

2005 Y-T-D revenue is *down about \$70,686* in comparison to Y-T-D budget figures (\$356,874 v. \$427,560). This difference in relation to the budget is made up of the following factors:

|  |                       |
|--|-----------------------|
| - Internal Mailing Contributions are up: |                       |
| - Pledge Income is up                    | \$8,209               |
| - Newsletter Income is down              | (\$4,505)             |
| - ABC Income is up                       | <u>\$2,232</u>        |
|  | <b>\$5,936</b>        |
| - Prospect Income is down                | <b>(\$4,078)</b>      |
| - Special Contributions are down         |                       |
| Donor Directed contributions are down*   | (\$13,067)            |
| Unsolicited Contributions are down**     | (\$48,729)            |
| Matching Grants are up                   | \$ 609                |
| Stock Contributions are up about         | \$ 9,338              |
| Board Fundraising is down***             | (\$ 9,199)            |
|  | <b>(\$60,978)</b>     |
| - Other Revenue is up                    | \$ 400                |
| - Unrealized Gain (loss) is down         | <b>(\$11,207)</b>     |
| <br><u>Losses: Total:</u>                | <br><b>(\$90,785)</b> |
| <u>Gains: Total:</u>                     | <b>\$20,788</b>       |

\* Donor Directed contributions include a decrease of \$2,500 from one donor, \$3,500 from one donor who gave individually in 2005. Donor Directed income is approximately \$6,003 more than FY04 YTD.

\*\* Unsolicited Contributions. Unsolicited Contributions are \$52,950 less than FY04 YTD when \$34,150 was received in estate distributions.

\*\*\* Board Fundraising includes \$20,000 to be raised by the Board and Advisory Board.



## Expenses:

Total expenses 2005 Y-T-D are about \$85,373 *under* budget.

**Over-budget amount:**                **\$6,404**

|                              |          |
|------------------------------|----------|
| - ABC costs*                 | \$ 3,321 |
| - Personnel/Health Insurance | \$ 3,083 |

**Under-budget amount:**                **(\$91,776)**

|                                |            |
|--------------------------------|------------|
| Pledge costs                   | (\$ 1,715) |
| Prospect Mailing**             | (\$ 8,279) |
| Other fundraising costs        | (\$ 975)   |
| Grants***                      | (\$57,359) |
| Grants Program                 | (\$ 723)   |
| Newsletter Costs               | (\$ 3,756) |
| Web Site / Internet Costs      | (\$ 687)   |
| General and Administrative**** | (\$ 9,204) |
| Misc. expenses                 | (\$ 2,487) |
| Board expenses*****            | (\$ 6,591) |

\*     **ABC Costs** reflect an additional \$3,095 for consultant services that was not budgeted.

\*\*    **Prospect Mailing** costs reflect \$8,279 of printing, mail house and consultant fees incurred but not paid

\*\*\* **Grants** costs reflect the decision to combine October and December grant cycles- no grants paid out in December

\*\*\*\* **General and Administrative** costs reflect underspending of \$2,500 for temporary help and \$2,000 for travel costs.

\*\*\*\*\***Board Expenses** reflect the shifting of expenditures for printing and postage to the grant program



**RESIST, INC.**  
**Balance Sheet**  
As of October 31, 2005

|                                       | <u>Oct 31, 05</u>        | <u>Oct 31, 04</u>        |
|---------------------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                         |                          |                          |
| Current Assets                        |                          |                          |
| Checking/Savings                      |                          |                          |
| Wainwright Bank Checking              | 14,843.81                | 2,984.18                 |
| Petty cash                            | 50.00                    | 50.00                    |
| Total Checking/Savings                | <u>14,893.81</u>         | <u>3,034.18</u>          |
| Other Current Assets                  |                          |                          |
| Investments                           | 135,290.46               | 160,860.06               |
| Inventory T-shirts                    | 4,802.62                 | 666.96                   |
| Prepaid expenses                      | 2,934.30                 | 3,740.84                 |
| Total Other Current Assets            | <u>143,027.38</u>        | <u>165,267.86</u>        |
| Total Current Assets                  | 157,921.19               | 168,302.04               |
| Fixed Assets                          |                          |                          |
| Leasehold improvements                | 15,064.68                | 15,064.68                |
| Accum depr leasehold imp              | (9,430.51)               | (7,924.04)               |
| Furniture, fixtures, & equip          | 16,310.03                | 36,130.38                |
| Accum depr of furn & fix              | (13,717.00)              | (32,619.04)              |
| Total Fixed Assets                    | <u>8,227.20</u>          | <u>10,651.98</u>         |
| Other Assets                          |                          |                          |
| Deposits                              | 2,230.00                 | 2,230.00                 |
| Total Other Assets                    | <u>2,230.00</u>          | <u>2,230.00</u>          |
| <b>TOTAL ASSETS</b>                   | <u><b>168,378.39</b></u> | <u><b>181,184.02</b></u> |
| <b>LIABILITIES &amp; EQUITY</b>       |                          |                          |
| Liabilities                           |                          |                          |
| Current Liabilities                   |                          |                          |
| Accounts Payable                      |                          |                          |
| Accounts payable                      | (1,476.78)               | 306.57                   |
| Grants payable                        | 54,000.00                | 0.00                     |
| Total Accounts Payable                | <u>52,523.22</u>         | <u>306.57</u>            |
| Other Current Liabilities             |                          |                          |
| Payroll Liabilities                   | 3,549.96                 | 3,583.49                 |
| Accrued payroll and taxes             | 12,758.80                | 17,938.59                |
| Accrued expenses - other              | 620.52                   | 0.00                     |
| Security deposits held                | 1,750.00                 | 1,750.00                 |
| Total Other Current Liabilities       | <u>18,679.28</u>         | <u>23,272.08</u>         |
| Total Current Liabilities             | <u>71,202.50</u>         | <u>23,578.65</u>         |
| Total Liabilities                     | 71,202.50                | 23,578.65                |
| Equity                                |                          |                          |
| Fund balance general                  | 254,649.73               | 301,176.21               |
| Net Income                            | (157,473.84)             | (143,570.84)             |
| Total Equity                          | <u>97,175.89</u>         | <u>157,605.37</u>        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> | <u><b>168,378.39</b></u> | <u><b>181,184.02</b></u> |



**RESIST, INC.**  
**Balance Sheet**  
As of October 31, 2005

|                                | <u>Oct 31, 05</u>        | <u>Oct 31, 04</u>        |
|--------------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                  |                          |                          |
| <b>Current Assets</b>          |                          |                          |
| Checking/Savings               |                          |                          |
| Wainwright Bank Checking       | 14,843.81                | 2,984.18                 |
| Petty cash                     | 50.00                    | 50.00                    |
| Total Checking/Savings         | <u>14,893.81</u>         | <u>3,034.18</u>          |
| <b>Other Current Assets</b>    |                          |                          |
| Investments                    |                          |                          |
| Resist Endowment               |                          |                          |
| NB Socially Responsive         | 16,611.33                | 15,428.94                |
| Calvert Social Investment      | 65,548.60                | 63,038.68                |
| Schwab Endowment               | 73.09                    | 2,063.13                 |
| Total Resist Endowment         | <u>82,233.02</u>         | <u>80,530.75</u>         |
| Operating Fund                 |                          |                          |
| Cash & Money Market Funds      | 1,398.51                 | 1,391.34                 |
| Total Operating Fund           | <u>1,398.51</u>          | <u>1,391.34</u>          |
| Loan Fund                      | 12,122.97                | 14,134.89                |
| Investment Fund                |                          |                          |
| NB Socially Responsive         | 495.88                   | 0.00                     |
| Women's Equity Mutual Fund     | 4,017.27                 | 18,086.70                |
| Calvert Social Investment Fund | 4,426.98                 | 16,788.84                |
| Cash & Money Market Fund       | 818.49                   | 2,174.09                 |
| Total Investment Fund          | <u>9,758.62</u>          | <u>37,049.63</u>         |
| Holmes Memorial                |                          |                          |
| Domini Social Equity Fund      | 7,403.91                 | 6,950.02                 |
| Cash & Money Market Funds      | 7,582.92                 | 7,238.97                 |
| Total Holmes Memorial          | <u>14,986.83</u>         | <u>14,188.99</u>         |
| Cohen Memorial                 |                          |                          |
| Cash & Money Market Funds      | 7.03                     | 7.03                     |
| Domini Social Equity Fund      | 9,474.17                 | 8,716.85                 |
| Total Cohen Memorial           | <u>9,481.20</u>          | <u>8,723.88</u>          |
| Calvert Social Inv Balanced    | <u>5,309.31</u>          | <u>4,840.58</u>          |
| Total Investments              | 135,290.46               | 160,860.06               |
| Inventory T-shirts             | 4,802.62                 | 666.96                   |
| Prepaid expenses               |                          |                          |
| Liability Insurance            | 2,039.58                 | 2,228.80                 |
| Other                          | 0.00                     | 133.42                   |
| Postage                        | 163.94                   | 942.36                   |
| Property Insurance             | 320.78                   | 242.88                   |
| Worker's Comp                  | 410.00                   | 193.38                   |
| Total Prepaid expenses         | <u>2,934.30</u>          | <u>3,740.84</u>          |
| Total Other Current Assets     | <u>143,027.38</u>        | <u>165,267.86</u>        |
| Total Current Assets           | 157,921.19               | 168,302.04               |
| <b>Fixed Assets</b>            |                          |                          |
| Leasehold improvements         | 15,064.68                | 15,064.68                |
| Accum depr leasehold imp       | (9,430.51)               | (7,924.04)               |
| Furniture, fixtures, & equip   | 16,310.03                | 36,130.38                |
| Accum depr of furn & fix       | <u>(13,717.00)</u>       | <u>(32,619.04)</u>       |
| Total Fixed Assets             | <u>8,227.20</u>          | <u>10,651.98</u>         |
| <b>Other Assets</b>            |                          |                          |
| Deposits                       | 2,230.00                 | 2,230.00                 |
| Total Other Assets             | <u>2,230.00</u>          | <u>2,230.00</u>          |
| <b>TOTAL ASSETS</b>            | <u><b>168,378.39</b></u> | <u><b>181,184.02</b></u> |



**RESIST, INC.**  
**Balance Sheet**  
As of October 31, 2005

|  | <u>Oct 31, 05</u>        | <u>Oct 31, 04</u>        |
|--|--------------------------|--------------------------|
| <b>LIABILITIES &amp; EQUITY</b>        |                          |                          |
| <b>Liabilities</b>                     |                          |                          |
| <b>Current Liabilities</b>             |                          |                          |
| <b>Accounts Payable</b>                |                          |                          |
| Accounts payable                       | (1,476.78)               | 306.57                   |
| Grants payable                         | 54,000.00                | 0.00                     |
| <b>Total Accounts Payable</b>          | <u>52,523.22</u>         | <u>306.57</u>            |
| <b>Other Current Liabilities</b>       |                          |                          |
| <b>Payroll Liabilities</b>             |                          |                          |
| FICA withheld                          | 674.95                   | 677.89                   |
| Medicare withheld                      | 157.85                   | 158.53                   |
| Federal withholding                    | 1,284.00                 | 1,220.00                 |
| MA withholding                         | 482.84                   | 475.23                   |
| 403 (b) deferred comp                  | 514.88                   | 628.24                   |
| 403(b) defined                         | 435.44                   | 423.60                   |
| <b>Total Payroll Liabilities</b>       | <u>3,549.96</u>          | <u>3,583.49</u>          |
| <b>Accrued payroll and taxes</b>       |                          |                          |
| 403 (b) employer match                 | 435.44                   | 423.60                   |
| FICA ER                                | 674.95                   | 677.89                   |
| Medicare ER                            | 157.85                   | 158.53                   |
| MA unemployment                        | (35.60)                  | (27.65)                  |
| Accrued paid leave                     | 11,526.16                | 16,706.22                |
| <b>Total Accrued payroll and taxes</b> | <u>12,758.80</u>         | <u>17,938.59</u>         |
| <b>Accrued expenses - other</b>        | 620.52                   | 0.00                     |
| <b>Security deposits held</b>          | <u>1,750.00</u>          | <u>1,750.00</u>          |
| <b>Total Other Current Liabilities</b> | <u>18,679.28</u>         | <u>23,272.08</u>         |
| <b>Total Current Liabilities</b>       | <u>71,202.50</u>         | <u>23,578.65</u>         |
| <b>Total Liabilities</b>               | 71,202.50                | 23,578.65                |
| <b>Equity</b>                          |                          |                          |
| <b>Fund balance general</b>            | 254,649.73               | 301,176.21               |
| <b>Net Income</b>                      | <u>(157,473.84)</u>      | <u>(143,570.84)</u>      |
| <b>Total Equity</b>                    | <u>97,175.89</u>         | <u>157,605.37</u>        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>  | <u><u>168,378.39</u></u> | <u><u>181,184.02</u></u> |



**RESNET, INC.**  
**Profit & Loss Budget Performance**  
October 2005

|                                | <u>Oct 05</u>    | <u>Budget</u>      | <u>Oct 04</u>      | <u>Jan - Oct 05</u> | <u>YTD Budget</u>   | <u>Jan - Oct 04</u> | <u>Annual Budget</u> |
|--------------------------------|------------------|--------------------|--------------------|---------------------|---------------------|---------------------|----------------------|
| <b>Ordinary Income/Expense</b> |                  |                    |                    |                     |                     |                     |                      |
| <b>Income</b>                  |                  |                    |                    |                     |                     |                     |                      |
| Internal Mailings              | 23,293.10        | 21,240.00          | 17,949.50          | 232,376.07          | 226,440.00          | 218,420.51          | 360,000.00           |
| Prospecting                    | 230.00           | 2,360.00           | 170.00             | 21,081.65           | 25,160.00           | 15,192.57           | 40,000.00            |
| Other Revenue                  | 2,312.77         | 497.08             | 2.09               | 5,669.30            | 5,299.32            | 1,942.86            | 8,425.00             |
| Special contributions          | 15,926.20        | 12,505.00          | 17,618.51          | 93,933.44           | 154,980.00          | 116,234.58          | 266,000.00           |
| Investment Income              | 259.26           | 273.17             | 182.24             | 2,623.93            | 2,912.27            | 2,040.01            | 4,630.00             |
| Realized gain or loss          | 21.60            |                    | 0.00               | (54.78)             |                     | 0.00                |                      |
| Unrealized gain (loss)         | (952.21)         | 1,153.45           | 649.28             | 1,090.35            | 12,296.95           | 3,780.11            | 19,550.00            |
| Miscellaneous revenue          | 0.00             | 5.90               | 0.00               | 4.00                | 62.90               | 36.10               | 100.00               |
| Restricted Funds               | 0.00             | 38.35              | 0.00               | 150.00              | 408.85              | 150.00              | 650.00               |
| <b>Total Income</b>            | <b>41,090.72</b> | <b>38,072.95</b>   | <b>36,571.62</b>   | <b>356,873.96</b>   | <b>427,560.29</b>   | <b>357,796.74</b>   | <b>699,355.00</b>    |
| <b>Expense</b>                 |                  |                    |                    |                     |                     |                     |                      |
| Internal Mailing Costs         | 615.59           | 1,575.00           | 239.95             | 17,356.45           | 15,750.00           | 9,228.01            | 18,900.00            |
| Prospecting Mailing Costs      | 6,949.18         | 3,891.66           | 11,931.44          | 30,637.26           | 38,916.68           | 41,744.44           | 46,700.00            |
| Other Fundraising Costs        | 43.15            | 170.42             | 33.30              | 728.73              | 1,704.16            | 649.18              | 2,045.00             |
| Grant                          | 5,158.00         | 59,316.67          | 41,500.00          | 216,507.77          | 273,866.66          | 197,484.65          | 315,000.00           |
| Grants Program                 | 17.06            | 312.50             | 219.84             | 2,401.53            | 3,125.00            | 4,152.43            | 3,750.00             |
| Newsletter Costs               | 2,677.60         | 2,666.67           | 3,203.70           | 22,910.73           | 26,666.66           | 38,044.98           | 32,000.00            |
| Website & Internet             | 96.23            | 166.67             | 74.91              | 979.51              | 1,666.66            | 702.11              | 2,000.00             |
| Personnel                      | 14,736.75        | 16,164.51          | 14,450.95          | 164,728.12          | 161,644.98          | 149,696.31          | 193,974.00           |
| General and Administrative     | 5,903.19         | 5,755.51           | 2,127.18           | 54,551.21           | 63,754.98           | 54,358.29           | 75,266.00            |
| Misc expenses                  | 185.18           | 454.17             | 139.77             | 2,054.29            | 4,541.66            | 1,898.46            | 5,450.00             |
| Board Expense                  | 352.20           | 858.33             | 626.99             | 1,992.26            | 8,583.34            | 3,258.72            | 10,300.00            |
| <b>Total Expense</b>           | <b>36,734.13</b> | <b>91,332.11</b>   | <b>74,548.03</b>   | <b>514,847.86</b>   | <b>600,220.78</b>   | <b>501,217.58</b>   | <b>705,385.00</b>    |
| <b>Net Ordinary Income</b>     | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,973.90)</b> | <b>(172,660.49)</b> | <b>(143,420.84)</b> | <b>(6,030.00)</b>    |
| <b>Other Income/Expense</b>    |                  |                    |                    |                     |                     |                     |                      |
| Other Expense                  |                  |                    |                    |                     |                     |                     |                      |
| Suspense                       | 0.00             |                    | 0.00               | (500.06)            |                     | 150.00              |                      |
| <b>Total Other Expense</b>     | <b>0.00</b>      |                    | <b>0.00</b>        | <b>(500.06)</b>     |                     | <b>150.00</b>       |                      |
| <b>Net Other Income</b>        | <b>0.00</b>      |                    | <b>0.00</b>        | <b>500.06</b>       |                     | <b>(150.00)</b>     |                      |
| <b>Net Income</b>              | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,473.84)</b> | <b>(172,660.49)</b> | <b>(143,570.84)</b> | <b>(6,030.00)</b>    |



RES INC.  
Profit & Loss Budget Performance

October 2005

|                                | Oct 05    | Budget    | Oct 04    | Jan - Oct 05 | YTD Budget | Jan - Oct 04 | Annual Budget |
|--------------------------------|-----------|-----------|-----------|--------------|------------|--------------|---------------|
| Ordinary Income/Expense        |           |           |           |              |            |              |               |
| Income                         |           |           |           |              |            |              |               |
| Internal Mailings              |           |           |           |              |            |              |               |
| Pledges                        | 9,173.10  | 8,850.00  | 8,541.50  | 102,559.41   | 94,350.00  | 104,629.13   | 150,000.00    |
| Newsletter                     | 2,732.00  | 3,835.00  | 2,685.00  | 36,379.78    | 40,885.00  | 29,964.50    | 65,000.00     |
| ABC/House mailings             | 11,388.00 | 8,555.00  | 6,723.00  | 93,436.88    | 91,205.00  | 83,826.88    | 145,000.00    |
| Total Internal Mailings        | 23,293.10 | 21,240.00 | 17,949.50 | 232,376.07   | 226,440.00 | 218,420.51   | 360,000.00    |
| Prospecting                    | 230.00    | 2,360.00  | 170.00    | 21,081.65    | 25,160.00  | 15,192.57    | 40,000.00     |
| Other Revenue                  |           |           |           |              |            |              |               |
| Fiscal sponsorship fees        | 158.77    | 13.28     | 0.00      | 275.52       | 141.52     | 168.81       | 225.00        |
| List Sales - names in the news | 0.00      | 29.50     | 0.00      | 0.00         | 314.50     | 630.00       | 500.00        |
| Royalties                      | 0.00      | 11.80     | 2.09      | 599.53       | 125.80     | 779.05       | 200.00        |
| T-shirt sales                  | 46.00     | 147.50    | 0.00      | 468.00       | 1,572.50   | 270.00       | 2,500.00      |
| T-shirt expense                | 0.00      | (59.00)   | 0.00      | 0.00         | (629.00)   | 0.00         | (1,000.00)    |
| NWTRCC                         | 2,108.00  | 354.00    | 0.00      | 4,326.25     | 3,774.00   | 95.00        | 6,000.00      |
| Total Other Revenue            | 2,312.77  | 497.08    | 2.09      | 5,669.30     | 5,299.32   | 1,942.86     | 8,425.00      |
| Special contributions          |           |           |           |              |            |              |               |
| Board Fundraising              | 165.00    |           |           | 3,696.00     | 12,894.50  |              |               |
| Donor Directed Grants          | 15,750.00 | 4,184.00  | 4,593.51  | 36,896.78    | 49,965.00  | 30,984.14    | 100,000.00    |
| Matching Grants                | 0.00      | 29.50     | 25.00     | 925.00       | 314.50     | 325.00       | 500.00        |
| Unsolicited                    | 0.00      | 7,080.00  | 13,000.00 | 26,751.32    | 75,480.00  | 73,967.60    | 120,000.00    |
| Stocks                         | 11.20     | 2.00      | 0.00      | 25,664.34    | 16,326.00  | 10,957.84    | 25,000.00     |
| Special contributions - Other  | 0.00      | 1,209.50  | 0.00      | 0.00         | 0.00       | 0.00         | 20,500.00     |
| Total Special contributions    | 15,926.20 | 12,505.00 | 17,618.51 | 93,933.44    | 154,980.00 | 116,234.58   | 266,000.00    |
| Investment Income              |           |           |           |              |            |              |               |
| Bank Interest                  | 3.76      | 11.80     | 2.88      | 79.62        | 125.80     | 80.90        | 200.00        |
| Calvert Balanced               | 0.00      | 4.13      | 0.00      | 16.24        | 44.03      | 62.49        | 70.00         |
| Domini Social Investment       | 0.00      | 8.85      | 0.00      | 89.89        | 94.35      | 60.09        | 150.00        |
| Calvert Bond                   | 194.76    | 236.00    | 164.72    | 1,699.97     | 2,516.00   | 1,660.79     | 4,000.00      |
| Schwab One Accounts            | 36.39     | 11.80     | 14.64     | 317.78       | 125.80     | 139.73       | 200.00        |
| Dividends and interest         | 24.35     | 0.59      | 0.00      | 420.43       | 6.29       | 36.01        | 10.00         |
| Total Investment Income        | 259.26    | 273.17    | 182.24    | 2,623.93     | 2,912.27   | 2,040.01     | 4,630.00      |
| Realized gain or loss          | 21.60     |           |           | (54.78)      |            |              |               |
| Unrealized gain (loss)         |           |           |           |              |            |              |               |
| Citizens Index                 | 0.00      | 206.50    | (7.98)    | 0.00         | 2,201.50   | (207.49)     | 3,500.00      |
| Womens Equity Fund             | 25.44     | 147.50    | (19.29)   | (202.55)     | 1,572.50   | 820.99       | 2,500.00      |
| Domini Social Investment       | (40.67)   | 147.50    | 45.12     | 513.73       | 1,572.50   | (8.26)       | 2,500.00      |
| Calvert Balanced               | (35.75)   | 88.50     | (43.85)   | 257.50       | 943.50     | 70.37        | 1,500.00      |
| Sun Microsystems               | 0.00      | 2.95      | (19.82)   | 0.00         | 31.45      | (26.12)      | 50.00         |
| Neuberger Berman               | (371.89)  | 147.50    | 451.62    | (6.73)       | 1,572.50   | 799.58       | 2,500.00      |
| Calvert Bond                   | (529.34)  | 413.00    | 243.48    | 528.40       | 4,403.00   | 2,331.04     | 7,000.00      |
| Total Unrealized gain (loss)   | (952.21)  | 1,153.45  | 649.28    | 1,090.35     | 12,296.95  | 3,780.11     | 19,550.00     |
| Miscellaneous revenue          | 0.00      | 5.90      | 0.00      | 4.00         | 62.90      | 36.10        | 100.00        |
| Restricted Funds               | 0.00      | 38.35     | 0.00      | 150.00       | 408.85     | 150.00       | 650.00        |
| Total Income                   | 41,090.72 | 38,072.95 | 36,571.62 | 356,873.96   | 427,560.29 | 357,796.74   | 699,355.00    |



RES INC.  
Profit & Loss Budget Performance

| October 2005                           |          |           |           |              |            |              |               |
|--|----------|-----------|-----------|--------------|------------|--------------|---------------|
| Expense                                | Oct 05   | Budget    | Oct 04    | Jan - Oct 05 | YTD Budget | Jan - Oct 04 | Annual Budget |
| <b>Internal Mailing Costs</b>          |          |           |           |              |            |              |               |
| Pledge program                         |          |           |           |              |            |              |               |
| Printing                               | 230.00   | 291.67    | 0.00      | 2,266.92     | 2,916.66   | 2,221.25     | 3,500.00      |
| Postage                                | 133.00   | 166.67    | 127.11    | 1,483.58     | 1,666.66   | 1,237.28     | 2,000.00      |
| Mailhouse                              | 250.00   | 183.33    | 110.25    | 951.20       | 1,833.34   | 1,645.74     | 2,200.00      |
| Total Pledge program                   | 613.00   | 641.67    | 237.36    | 4,701.70     | 6,416.66   | 5,104.27     | 7,700.00      |
| ABC/House mailings                     |          |           |           |              |            |              |               |
| Consultant                             | 0.00     |           |           | 3,095.00     |            |              |               |
| Printing                               | 0.00     | 333.33    | 0.00      | 4,222.63     | 3,333.34   | 1,846.54     | 4,000.00      |
| Postage                                | 2.59     | 350.00    | 2.59      | 3,286.54     | 3,500.00   | 1,337.20     | 4,200.00      |
| Mailhouse                              | 0.00     | 250.00    | 0.00      | 2,050.58     | 2,500.00   | 940.00       | 3,000.00      |
| Total ABC/House mailings               | 2.59     | 933.33    | 2.59      | 12,654.75    | 9,333.34   | 4,123.74     | 11,200.00     |
| <b>Total Internal Mailing Costs</b>    | 615.59   | 1,575.00  | 239.95    | 17,356.45    | 15,750.00  | 9,228.01     | 18,900.00     |
| <b>Prospecting Mailing Costs</b>       |          |           |           |              |            |              |               |
| Printing                               | 0.00     | 1,333.33  | 2,136.98  | 6,619.60     | 13,333.34  | 10,616.15    | 16,000.00     |
| Postage                                | 6,949.18 | 916.67    | 6,931.44  | 14,569.75    | 9,166.66   | 15,853.22    | 11,000.00     |
| Mailhouse                              | 0.00     | 425.00    | 1,585.94  | 3,444.00     | 4,250.00   | 4,307.99     | 5,100.00      |
| Consultants                            | 0.00     | 625.00    | 0.00      | 2,795.00     | 6,250.00   | 5,625.00     | 7,500.00      |
| Photos and graphics                    | 0.00     | 8.33      | 0.00      | 0.00         | 83.34      | 0.00         | 100.00        |
| List rentals                           | 0.00     | 583.33    | 1,277.08  | 3,208.91     | 5,833.34   | 5,342.08     | 7,000.00      |
| <b>Total Prospecting Mailing Costs</b> | 6,949.18 | 3,891.66  | 11,931.44 | 30,637.26    | 38,916.68  | 41,744.44    | 46,700.00     |
| <b>Other Fundraising Costs</b>         |          |           |           |              |            |              |               |
| Thank you cards                        |          |           |           |              |            |              |               |
| Printing                               | 0.00     | 29.17     | 0.00      | 110.00       | 291.66     | 235.00       | 350.00        |
| Postage                                | 43.15    | 100.00    | 33.30     | 618.73       | 1,000.00   | 414.18       | 1,200.00      |
| Purchase                               | 0.00     | 2.08      | 0.00      | 0.00         | 20.84      | 0.00         | 25.00         |
| Total Thank you cards                  | 43.15    | 131.25    | 33.30     | 728.73       | 1,312.50   | 649.18       | 1,575.00      |
| Other                                  |          |           |           |              |            |              |               |
| Misc costs                             | 0.00     | 16.67     |           | 0.00         | 166.66     |              | 200.00        |
| Promo T-shirts                         | 0.00     | 22.50     |           | 0.00         | 225.00     |              | 270.00        |
| Total Other                            | 0.00     | 39.17     | 0.00      | 0.00         | 391.66     | 0.00         | 470.00        |
| <b>Total Other Fundraising Costs</b>   | 43.15    | 170.42    | 33.30     | 728.73       | 1,704.16   | 649.18       | 2,045.00      |
| <b>Grant</b>                           |          |           |           |              |            |              |               |
| Regular grants                         | 0.00     | 44,900.00 | 29,500.00 | 169,179.02   | 206,700.00 | 203,484.65   | 236,000.00    |
| Multi-year grants                      | 3,000.00 | 9,000.00  | 12,000.00 | 42,000.00    | 54,000.00  | (9,000.00)   | 63,000.00     |
| Technical Assistance Grant             | 0.00     | 2,000.00  | 0.00      | 1,000.00     | 6,000.00   | 0.00         | 8,000.00      |
| Salzman grants                         | 0.00     | 3,000.00  | 0.00      | 0.00         | 3,000.00   | 3,000.00     | 3,000.00      |
| NWTRCC donor directed grants           | 2,158.00 | 416.67    | 0.00      | 4,328.75     | 4,166.66   | 0.00         | 5,000.00      |
| <b>Total Grant</b>                     | 5,158.00 | 59,316.67 | 41,500.00 | 216,507.77   | 273,866.66 | 197,484.65   | 315,000.00    |
| <b>Grants Program</b>                  |          |           |           |              |            |              |               |
| Library                                | 0.00     | 8.33      | 0.00      | 0.00         | 83.34      | 0.00         | 100.00        |
| Printing                               | 0.00     | 29.17     | 75.00     | 1,648.50     | 291.66     | 2,163.41     | 350.00        |
| Postage                                | 17.06    | 125.00    | 94.85     | 519.63       | 1,250.00   | 1,667.44     | 1,500.00      |
| Membership dues - organization         |          | 150.00    | 49.99     |              |            | 466.58       |               |
| Supplies                               | 0.00     | 0.00      | 0.00      | 233.40       | 1,500.00   | (145.00)     | 1,800.00      |
| <b>Total Grants Program</b>            | 17.06    | 312.50    | 219.84    | 2,401.53     | 3,125.00   | 4,152.43     | 3,750.00      |



RES INC.  
Profit & Loss Budget Performance

October 2005

|  | Oct 05           | Budget           | Oct 04           | Jan - Oct 05      | YTD Budget        | Jan - Oct 04      | Annual Budget     |
|--|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Newsletter Costs</b>                  |                  |                  |                  |                   |                   |                   |                   |
| Printing                                 | 0.00             | 1,333.33         | 1,580.00         | 13,015.04         | 13,333.34         | 20,850.31         | 16,000.00         |
| Postage                                  | 1,100.00         | 750.00           | 822.82           | 6,338.20          | 7,500.00          | 9,086.22          | 9,000.00          |
| Mailhouse                                | 1,377.60         | 500.00           | 800.88           | 3,282.49          | 5,000.00          | 8,004.45          | 6,000.00          |
| Consultants                              | 0.00             | 41.67            | 0.00             | 75.00             | 416.66            | 104.00            | 500.00            |
| Photos and graphics                      | 200.00           | 41.67            | 0.00             | 200.00            | 416.66            | 0.00              | 500.00            |
| <b>Total Newsletter Costs</b>            | <b>2,677.60</b>  | <b>2,666.67</b>  | <b>3,203.70</b>  | <b>22,910.73</b>  | <b>26,666.66</b>  | <b>38,044.98</b>  | <b>32,000.00</b>  |
| <b>Website &amp; Internet</b>            | <b>96.23</b>     | <b>166.67</b>    | <b>74.91</b>     | <b>979.51</b>     | <b>1,666.66</b>   | <b>702.11</b>     | <b>2,000.00</b>   |
| <b>Personnel</b>                         |                  |                  |                  |                   |                   |                   |                   |
| Employee Salaries                        | 10,886.16        | 11,871.25        | 10,933.55        | 120,718.62        | 118,712.50        | 113,360.61        | 142,455.00        |
| Payroll taxes                            | 832.80           | 949.67           | 844.37           | 10,354.10         | 9,496.66          | 9,560.65          | 11,396.00         |
| Pension plan match                       | 435.44           | 474.83           | 423.60           | 4,680.98          | 4,748.34          | 4,452.00          | 5,698.00          |
| Health insurance                         | 2,658.35         | 2,666.67         | 2,226.68         | 27,229.94         | 26,666.66         | 21,807.25         | 32,000.00         |
| Workers compensation                     | (76.00)          | 35.42            | 22.75            | 209.48            | 354.16            | 515.80            | 425.00            |
| Staff development                        | 0.00             | 166.67           | 0.00             | 1,535.00          | 1,666.66          | 0.00              | 2,000.00          |
| <b>Total Personnel</b>                   | <b>14,736.75</b> | <b>16,164.51</b> | <b>14,450.95</b> | <b>164,728.12</b> | <b>161,644.98</b> | <b>149,696.31</b> | <b>193,974.00</b> |
| <b>General and Administrative</b>        |                  |                  |                  |                   |                   |                   |                   |
| Supplies                                 | 19.94            | 208.33           | 59.98            | 2,223.59          | 2,083.34          | 2,732.58          | 2,500.00          |
| Printing & copying                       | 0.00             | 166.67           | 0.00             | 205.00            | 1,666.66          | 1,294.90          | 2,000.00          |
| Books, subscriptions, reference          | 0.00             | 25.00            | 0.00             | 1,374.00          | 250.00            | 1,411.00          | 300.00            |
| Dues and fees                            | 15.00            | 16.67            | 15.00            | 70.97             | 166.66            | 290.00            | 200.00            |
| Telephone                                | 185.44           | 266.67           | 222.00           | 2,819.09          | 2,666.66          | 2,667.43          | 3,200.00          |
| Minor office equipment                   | 0.00             | 187.50           | 119.45           | 898.31            | 1,875.00          | 224.77            | 2,250.00          |
| <b>Postage, shipping, delivery</b>       |                  |                  |                  |                   |                   |                   |                   |
| Meter Rental                             | 0.00             |                  |                  | 344.00            |                   |                   |                   |
| UPS                                      | 6.67             | 8.33             |                  | 16.66             | 83.34             |                   | 100.00            |
| US Post Office                           | 18.09            | 208.33           | 14.06            | 1,881.58          | 2,083.34          | 1,453.51          | 2,500.00          |
| Postage due/BRE envelopes                | (532.80)         | 216.67           | (446.00)         | 1,267.20          | 2,166.66          | 1,480.44          | 2,600.00          |
| <b>Total Postage, shipping, delivery</b> | <b>(508.04)</b>  | <b>433.33</b>    | <b>(431.94)</b>  | <b>3,509.44</b>   | <b>4,333.34</b>   | <b>2,933.95</b>   | <b>5,200.00</b>   |
| <b>Professional Fees</b>                 |                  |                  |                  |                   |                   |                   |                   |
| Temporary help                           | 694.50           | 625.00           | 0.00             | 3,903.75          | 6,250.00          | 1,929.20          | 7,500.00          |
| Accounting                               | 400.00           | 400.00           | 0.00             | 10,725.00         | 10,200.00         | 13,400.00         | 11,000.00         |
| Consultants                              | 0.00             | 250.00           | 0.00             | 0.00              | 2,500.00          | 0.00              | 3,000.00          |
| Brokerage fees                           | 74.85            | 50.00            | 0.00             | 258.19            | 500.00            | 199.39            | 600.00            |
| <b>Total Professional Fees</b>           | <b>1,169.35</b>  | <b>1,325.00</b>  | <b>0.00</b>      | <b>14,886.94</b>  | <b>19,450.00</b>  | <b>15,528.59</b>  | <b>22,100.00</b>  |
| <b>Equip rental &amp; maintenance</b>    | <b>0.00</b>      | <b>116.67</b>    | <b>0.00</b>      | <b>1,000.63</b>   | <b>1,166.66</b>   | <b>1,332.91</b>   | <b>1,400.00</b>   |
| <b>Insurance</b>                         |                  |                  |                  |                   |                   |                   |                   |
| Liability                                | 0.00             | 166.67           | 63.10            | 855.22            | 1,666.66          | 548.38            | 2,000.00          |
| Director and officers                    | 185.42           | 185.42           | 185.42           | 1,854.08          | 1,854.16          | 1,854.16          | 2,225.00          |
| Computer                                 | 0.00             | 7.42             | 7.42             | 0.00              | 74.16             | 74.20             | 89.00             |
| Property                                 | 47.58            | 83.33            | 47.58            | 475.84            | 833.34            | 514.86            | 1,000.00          |
| <b>Total Insurance</b>                   | <b>233.00</b>    | <b>442.84</b>    | <b>303.52</b>    | <b>3,185.14</b>   | <b>4,428.32</b>   | <b>2,991.60</b>   | <b>5,314.00</b>   |
| <b>Advertising and Outreach</b>          |                  |                  |                  |                   |                   |                   |                   |
| Advertising                              | 150.00           | 125.00           | 0.00             | 1,600.00          | 1,250.00          | 1,495.00          | 1,500.00          |
| <b>Total Advertising and Outreach</b>    | <b>150.00</b>    | <b>125.00</b>    | <b>0.00</b>      | <b>1,600.00</b>   | <b>1,250.00</b>   | <b>1,495.00</b>   | <b>1,500.00</b>   |



RES INC.  
Profit & Loss Budget Performance

October 2005

|   | Oct 05           | Budget             | Oct 04             | Jan - Oct 05        | YTD Budget          | Jan - Oct 04        | Annual Budget     |
|---|------------------|--------------------|--------------------|---------------------|---------------------|---------------------|-------------------|
| <b>Occupancy expenses</b>                   |                  |                    |                    |                     |                     |                     |                   |
| Rent  | 5,916.66         | 2,937.83           | 2,835.42           | 32,172.90           | 29,378.34           | 30,877.11           | 35,254.00         |
| Repairs and maintenance                     | 0.00             | 50.00              | 0.00               | 144.70              | 500.00              | 419.50              | 600.00            |
| Utilities                                   | 141.14           | 291.67             | 0.00               | 2,691.69            | 2,916.66            | 2,011.35            | 3,500.00          |
| Real estate taxes                           | 0.00             | 91.67              | 0.00               | 0.00                | 916.66              | 0.00                | 1,100.00          |
| Sub lease (rent)                            | (1,228.30)       | (1,175.17)         | (1,179.17)         | (12,184.94)         | (11,751.66)         | (11,520.86)         | (14,102.00)       |
| Sub lease (utilities)                       | (191.00)         | (116.67)           | 0.00               | (870.23)            | (1,166.66)          | (871.28)            | (1,400.00)        |
| <b>Total Occupancy expenses</b>             | <b>4,638.50</b>  | <b>2,079.33</b>    | <b>1,656.25</b>    | <b>21,954.12</b>    | <b>20,793.34</b>    | <b>20,915.82</b>    | <b>24,952.00</b>  |
| <b>Travel &amp; meetings expenses</b>       |                  |                    |                    |                     |                     |                     |                   |
| Conference, convention, meeting             | 0.00             | 62.50              | 0.00               | 55.00               | 625.00              | 0.00                | 750.00            |
| Meals, food                                 | 0.00             | 50.00              | 182.92             | 237.19              | 500.00              | 338.74              | 600.00            |
| Travel                                      | 0.00             | 250.00             | 0.00               | 531.79              | 2,500.00            | 201.00              | 3,000.00          |
| <b>Total Travel &amp; meetings expenses</b> | <b>0.00</b>      | <b>362.50</b>      | <b>182.92</b>      | <b>823.98</b>       | <b>3,625.00</b>     | <b>539.74</b>       | <b>4,350.00</b>   |
| <b>Total General and Administrative</b>     | <b>5,903.19</b>  | <b>5,755.51</b>    | <b>2,127.18</b>    | <b>54,551.21</b>    | <b>63,754.98</b>    | <b>54,358.29</b>    | <b>75,266.00</b>  |
| <b>Misc expenses</b>                        |                  |                    |                    |                     |                     |                     |                   |
| Depreciation & amortization exp             | 0.00             | 250.00             |                    | 0.00                | 2,500.00            |                     | 3,000.00          |
| Bank & credit card fees                     | 165.18           | 166.67             | 139.77             | 1,620.50            | 1,666.66            | 1,472.33            | 2,000.00          |
| <b>Interest Expense</b>                     |                  |                    |                    |                     |                     |                     |                   |
| Finance Charges                             | 0.00             |                    | 0.00               | 22.29               |                     | 78.13               |                   |
| Late Fees                                   | 0.00             | 12.50              | 0.00               | 101.50              | 125.00              | 73.00               | 150.00            |
| <b>Total Interest Expense</b>               | <b>0.00</b>      | <b>12.50</b>       | <b>0.00</b>        | <b>123.79</b>       | <b>125.00</b>       | <b>151.13</b>       | <b>150.00</b>     |
| Taxes                                       | 0.00             |                    |                    | 275.00              |                     | 275.00              |                   |
| Tax penalties and interest                  | 20.00            | 4.17               |                    | 35.00               | 41.66               |                     | 50.00             |
| Misc expenses - Other                       | 0.00             | 20.83              | 0.00               | 0.00                | 208.34              |                     | 250.00            |
| <b>Total Misc expenses</b>                  | <b>185.18</b>    | <b>454.17</b>      | <b>139.77</b>      | <b>2,054.29</b>     | <b>4,541.66</b>     | <b>1,898.46</b>     | <b>5,450.00</b>   |
| <b>Board Expense</b>                        |                  |                    |                    |                     |                     |                     |                   |
| Copying                                     | 0.00             | 266.67             | 0.00               | 54.76               | 2,666.66            | 201.36              | 3,200.00          |
| Postage                                     | 7.90             | 125.00             | 0.00               | 50.93               | 1,250.00            | 302.28              | 1,500.00          |
| Travel                                      | 344.30           | 208.33             | 609.00             | 1,588.90            | 2,083.34            | 2,075.50            | 2,500.00          |
| Food  | 0.00             | 125.00             | 17.99              | 297.67              | 1,250.00            | 679.58              | 1,500.00          |
| Outreach                                    | 0.00             | 8.33               | 0.00               | 0.00                | 83.34               | 0.00                | 100.00            |
| Other                                       | 0.00             | 125.00             | 0.00               | 0.00                | 1,250.00            | 0.00                | 1,500.00          |
| <b>Total Board Expense</b>                  | <b>352.20</b>    | <b>858.33</b>      | <b>626.99</b>      | <b>1,992.26</b>     | <b>8,583.34</b>     | <b>3,258.72</b>     | <b>10,300.00</b>  |
| <b>Total Expense</b>                        | <b>36,734.13</b> | <b>91,332.11</b>   | <b>74,548.03</b>   | <b>514,847.86</b>   | <b>600,220.78</b>   | <b>501,217.58</b>   | <b>705,385.00</b> |
| <b>Net Ordinary Income</b>                  | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,973.90)</b> | <b>(172,660.49)</b> | <b>(143,420.84)</b> | <b>(6,030.00)</b> |
| <b>Other Income/Expense</b>                 |                  |                    |                    |                     |                     |                     |                   |
| <b>Other Expense</b>                        |                  |                    |                    |                     |                     |                     |                   |
| Suspense                                    | 0.00             |                    | 0.00               | (500.06)            |                     | 150.00              |                   |
| <b>Total Other Expense</b>                  | <b>0.00</b>      |                    | <b>0.00</b>        | <b>(500.06)</b>     |                     | <b>150.00</b>       |                   |
| <b>Net Other Income</b>                     | <b>0.00</b>      |                    | <b>0.00</b>        | <b>500.06</b>       |                     | <b>(150.00)</b>     |                   |
| <b>Net Income</b>                           | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,473.84)</b> | <b>(172,660.49)</b> | <b>(143,570.84)</b> | <b>(6,030.00)</b> |



## 2006 Budget Narrative

### Fiscal Overview

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

#### *Prior Fiscal Policy:*

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

The Board also voted that:

1. All restricted funds must be maintained at current principal levels. This would include: the Loan Fund, the Resist Endowment, the Holmes Memorial Fund and the Cohen Memorial Fund. Currently, this totals approximately \$116,986.
2. Resist will maintain \$25,000 in cash on hand each year in the Operating Fund to cover the costs of any prospecting mailing (later amended to cover any temporary cash shortfall).
3. Resist will reserve \$35,000 to cover any unanticipated expenses which might arise during the course of a single year. Based on current budget expansion this totals \$70,000.

As a result, the total fund balances which Resist should not fall below is \$175,000. However, actual spending needs suggest fund balances should not fall below \$210,000. The FY'06 Budget takes this policy into account and reflects that Resist can no longer spend down its assets.

#### *Special Event Income/Expenses*

This budget reflects a financial request of \$15,000 for expenses related to planning or hosting of events related to Resist's 40<sup>th</sup> anniversary in 2007 or other special events. It does not include income projections for the same.

#### *Benchmarks:*

In the past, Resist's direct grant and newsletter expenses (exclusive of administration of the programs) have been close to or exceeding 50% of the total annual budget. In the last several years, as expenses have outpaced income, grant spending has remained stable with other costs have increased. As a result, direct program expenses are now approximately 44% of the annual budget.

#### *Bottom Line*

This budget leaves Resist with \$28,513 of expenses over income (a net loss). If Yafreisy moves to Pedro's health insurance plan- there will be a loss of \$13,513. The Budget will sustain mid-course corrections and adjustments by the Finance Committee to ensure there is a balance by year end.

### Income

#### *Income Projections*

*Internal and External mailing Income:* Newsletter is projected to remain stable as donors continue to adjust to the reduction in Newsletter issues from 10 to 6 per year implemented in FY'05. ABC income will increase by 3% (\$5,000) based upon increased numbers of donors retained through prospect mailings and better coordination of newsletter, house and prospecting solicitations. Prospect income is projected to increase by 5% (\$2,000) based upon current economic trends and response rates in FY'05- unless charitable giving in response to Hurricane Katrina has a significant impact on potential donors. Pledge income is projected to increase by 3% based upon pledge drives, electronic funds transfers and credit card increases. Increases predicted from internal and external mailings total \$12,000 (4% over FY'05).

*Special Contributions:* Stocks are projected to increase 28% in comparison to the FY'05 budget based on current market projections and stock valuation. YTD stocks actually received are \$12,000 over FY 4 Budget YTD. Unsolicited donations are expected to decrease 17% (\$20,000) given that FY'05 donations are far behind current projections (\$26,651 received vs. \$65,280 projected YTD). This figure may be impacted by the fact that budget numbers for this line item in QuickBooks are not weighted to reflect that the bulk of donations are received in November and December. As a result, Special Contributions will show a 5% decrease of \$13,000.



*Board Fundraising:* Board fundraising is still an integral part of the budget (approximately \$20,000). In FY'05 it does not appear that members will meet their fundraising goals. It is important to note this both as a red flag for FY'06 and to remind Board members of their agreement.

*Investment Income:* Projected \$1,370 less income in comparison to FY'05 budget based on current projections and decrease in overall assets.

*Sales:* T-shirts sales are projected to remain the same given the introduction of new lines.

*Total Income:* Projection is for approximately \$18,070 less in revenue in comparison to FY'04 (a 3% decrease).

### ***Fund-raising Strategies Proposed for 2006***

Resist's income to expense ratio has decreased over the last 3 years. Whereas Resist benefited from the economic boom of the 1990s, Resist has continued to experience a proportional drop during the economic downturn of the current market. Resist has also been negatively impacted by the re-direction of donor funds in response to the 2004 presidential election and the tsunami following the election. It is unclear how donor response to hurricane Katrina will impact Resist during FY 6. This is congruent with the experience of other social justice foundations- which have reported a reduction in both major and sustaining gifts. Given that Resist will also encounter some decreases in the traditional sources of funding, two emphases are suggested for the coming year:

#### ***1. Increase Board outreach to potential donors.***

This proposal continues the plan implemented in FY 5 requiring that each Board and Advisory Board member be encouraged to raise \$1,000 over the course of FY'06. Strategies could include outreach to family members, colleagues, and fellow activists through written solicitations, house parties or sponsorships. The goal would be for Board members to raise approximately \$20,000 during FY'06.

#### ***2. Expand the base through maintenance of prospect mailing program.***

Resist should continue to engage in an aggressive donor acquisition project. It is important to maintain donor acquisition to offset (and move past) donor attrition. The costs and benefits of this strategy are already included in the FY 6 budget.

### **Expenses**

There are no major program changes identified in this budget given the current budget projections. Any Board decision-making about programmatic changes will require a budget revision process to take those costs into account. Moreover, given the uncertainty of Resist income streams, the Board may want to identify certain areas of expenses that could be reduced as needed.

*Grants:* There is a 2% reduction in general support grants (\$5,000) as a means of balancing the budget.

*ABC:* \$2,500 has been included to reflect continuing use of Nancy Greenhouse as a consultant to refine internal fundraising appeals.

*Newsletter:* 3% (\$1,000) reductions in cost reflect a decrease from 10 to 6 issues per year.

*Temporary help:* The 27% reduction in costs (\$2,000) reflects the stipend for Jean Smith and some additional funds as necessary. In FY'05, this line item also included funds for temporary help during Yafreisy maternity leave.

*Consultant:* \$1,500 reflects the need for a computer consultant to upgrade the web site. These costs may be donated by Damien Keith, the web designer.

*Personnel:* A 1% increase of \$2,859 reflects: staff cost-of-living increases and health insurance cost increases. Implementation of Tufts Health Plan in FY 5 has resulted in approximately \$1,000 in savings to date. In FY 6 (during open enrollment), Yafreisy may shift to her husband health insurance plan- with a potential savings of \$13,000 not currently reflected in the budget. Please note that Robin is currently working 4/5 time and is not budgeted as a full time position for FY 6.



**2006 Budget  
Board Form**

|                                | <b>FY2002</b>     | <b>FY2003</b>     | <b>FY04</b>       | <b>FY 05<br/>YTD</b> | <b>Budget<br/>2005</b> | <b>Budget<br/>2006</b> | <b>06/05 %</b> |
|--------------------------------|-------------------|-------------------|-------------------|----------------------|------------------------|------------------------|----------------|
| <b>Income</b>                  |                   |                   |                   |                      |                        |                        |                |
| Internal Mailings              | \$333,043         | \$333,903         | \$341,170         | \$193,602            | \$360,000              | \$370,000              | 103%           |
| Prospect Mailings              | \$41,851          | \$40,733          | \$42,408          | \$20,727             | \$40,000               | \$42,000               | 105%           |
| Special Contributions          | \$240,849         | \$236,130         | \$221,347         | \$76,407             | \$266,000              | \$253,500              | 95%            |
| Events                         | \$0               | \$0               | \$0               | \$0                  | \$0                    | \$0                    |                |
| Investments                    | (\$28,606)        | \$25,266          | \$9,386           | \$4,224              | \$24,180               | \$8,260                | 34%            |
| Other                          | \$2,041           | \$2,319           | \$5,958           | \$3,413              | \$9,175                | \$7,525                | 82%            |
| <b>Total Income</b>            | <b>\$589,178</b>  | <b>\$638,351</b>  | <b>\$620,270</b>  | <b>\$298,373</b>     | <b>\$699,355</b>       | <b>\$681,285</b>       | <b>97%</b>     |
| <b>Expenses</b>                |                   |                   |                   |                      |                        |                        |                |
| <i>Fundraising</i>             |                   |                   |                   |                      |                        |                        |                |
| Internal Mailing Costs         | \$14,565          | \$16,922          | \$13,252          | \$14,610             | \$18,900               | \$20,000               | 106%           |
| Prospect Mailing Costs         | \$41,480          | \$45,621          | \$51,058          | \$23,671             | \$46,700               | \$46,700               | 100%           |
| Event Costs                    | \$0               | \$0               | \$0               | \$0                  | \$0                    | \$15,000               |                |
| Other Fundraising Costs        | \$1,554           | \$1,717           | \$1,026           | \$582                | \$2,145                | \$1,650                | 77%            |
| <b>Total Fundraising Costs</b> | <b>\$57,599</b>   | <b>\$64,260</b>   | <b>65,336</b>     | <b>\$38,863</b>      | <b>\$67,745</b>        | <b>\$83,350</b>        | <b>123%</b>    |
| <i>Program</i>                 |                   |                   |                   |                      |                        |                        |                |
| Grants                         | \$336,880         | \$306,900         | \$305,457         | \$211,350            | \$310,000              | \$305,000              | 98%            |
| Grants Program                 | \$696             | \$2,659           | \$4,785           | \$2,295              | \$3,750                | \$6,600                | 176%           |
| Newsletter                     | \$42,733          | \$46,220          | \$41,969          | \$16,690             | \$32,200               | \$31,200               | 97%            |
| Website                        | \$0               | \$992             | \$850             | \$808                | \$2,000                | \$2,000                | 100%           |
| <b>Total Program Costs</b>     | <b>\$380,309</b>  | <b>\$356,770</b>  | <b>353,061</b>    | <b>\$231,144</b>     | <b>\$347,950</b>       | <b>\$344,800</b>       | <b>99%</b>     |
| <i>Other</i>                   |                   |                   |                   |                      |                        |                        |                |
| Personnel                      | \$160,105         | \$179,850         | \$182,925         | \$139,954            | \$194,475              | \$197,334              | 101%           |
| General and Administrative     | \$55,894          | \$65,642          | \$64,258          | \$47,972             | \$80,716               | \$78,964               | 98%            |
| Board Expenses                 | \$8,821           | \$5,637           | \$3,826           | \$1,463              | \$10,300               | \$5,350                | 52%            |
| <b>Total Other Costs</b>       | <b>\$224,820</b>  | <b>\$251,129</b>  | <b>\$251,010</b>  | <b>\$189,390</b>     | <b>\$285,491</b>       | <b>\$281,648</b>       | <b>99%</b>     |
| <b>Total Expenses</b>          | <b>\$662,728</b>  | <b>\$672,159</b>  | <b>\$669,406</b>  | <b>\$459,396</b>     | <b>\$701,186</b>       | <b>\$709,798</b>       | <b>101%</b>    |
| <b>Total Income (Loss)</b>     | <b>(\$73,550)</b> | <b>(\$33,808)</b> | <b>(\$49,136)</b> | <b>(\$161,023)</b>   | <b>(\$1,831)</b>       | <b>(\$28,513)</b>      |                |
| <i>Other Income/Expense</i>    |                   |                   |                   |                      |                        |                        |                |
| Suspense                       |                   |                   |                   | \$4,665              |                        |                        |                |
| <b>Net Income (Loss)</b>       |                   |                   |                   | <b>(\$156,358)</b>   |                        |                        |                |



# FY 2006 Operating Budget

|                                     | FY '02          | FY '03          | FY 04           | FY 05          | Budget 05      | Budget         | Budget         | 06 / 05 %   |
|-------------------------------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|-------------|
| Ordinary Income/Expense             |                 |                 | 2004            | YTD            | YTD            | 2005           | 2006           |             |
| <b>Income</b>                       |                 |                 |                 |                |                |                |                |             |
| <b>Internal Mailings</b>            |                 |                 |                 |                |                |                |                |             |
| Pledges                             | 136,080         | 136,663         | 143,420         | 89,288         | 81,600         | 150,000        | 155,000        | 103%        |
| Newsletter                          | 76,885          | 56,426          | 46,914          | 33,031         | 35,360         | 65,000         | 65,000         | 100%        |
| ABC/House mailings                  | 120,078         | 140,814         | 150,836         | 71,284         | 78,880         | 145,000        | 150,000        | 103%        |
| <b>Total Internal Mailings</b>      | <b>333,043</b>  | <b>333,903</b>  | <b>341,170</b>  | <b>193,602</b> | <b>195,840</b> | <b>360,000</b> | <b>370,000</b> | <b>103%</b> |
| <b>Prospecting</b>                  | <b>41,851</b>   | <b>40,733</b>   | <b>42,408</b>   | <b>20,727</b>  | <b>21,760</b>  | <b>40,000</b>  | <b>42,000</b>  | <b>105%</b> |
| <b>Events</b>                       | <b>0</b>        | <b>0</b>        | <b>0</b>        | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       |             |
| <b>Other Revenue</b>                |                 |                 |                 |                |                |                |                |             |
| Fiscal sponsorship fees             | 240             | 330             | 209             | 114            | 122            | 225            | 225            | 100%        |
| List Sales - names in the news      | 187             | 0               | 0               | 0              | 272            | 500            | 0              | 0%          |
| List Sales - other                  |                 |                 | 630             | 0              | 0              | 0              | 500            |             |
| Royalties                           | 21              | 239             | 779             | 584            | 109            | 200            | 800            | 400%        |
| T-shirt sales                       | 3,110           | 1,854           | 329             | 390            | 1,360          | 2,500          | 800            | 32%         |
| T-shirt expense                     | (1,535)         | (866)           | (147)           | 0              | (544)          | (1,000)        | 0              | 0%          |
| NWTRCC                              | 0               | 0               | 3,972           | 2,171          | 3,264          | 6,000          | 5,000          | 83%         |
| <b>Total Other Revenue</b>          | <b>2,023</b>    | <b>1,557</b>    | <b>5,772</b>    | <b>3,259</b>   | <b>4,583</b>   | <b>8,425</b>   | <b>7,325</b>   | <b>87%</b>  |
| <b>Special contributions</b>        |                 |                 |                 |                |                |                |                |             |
| Board Fundraising                   |                 |                 |                 | 2,781          | 11,152         | 20,500         | 20,500         | 100%        |
| Donor Directed Grants               | 148,649         | 84,818          | 99,438          | 20,397         | 54,400         | 100,000        | 100,000        | 100%        |
| Matching Grants                     | 0               | 0               | 325             | 925            | 272            | 500            | 1,000          | 200%        |
| Unsolicited                         | 64,617          | 128,087         | 99,058          | 26,651         | 65,280         | 120,000        | 100,000        | 83%         |
| Stocks                              | 26,983          | 23,226          | 22,526          | 25,653         | 13,600         | 25,000         | 32,000         | 128%        |
| <b>Total Special contributions</b>  | <b>240,249</b>  | <b>236,130</b>  | <b>221,347</b>  | <b>76,407</b>  | <b>144,704</b> | <b>266,000</b> | <b>253,500</b> | <b>95%</b>  |
| <b>Investment Income</b>            |                 |                 |                 |                |                |                |                |             |
| Bank Interest                       | 909             | 133             | 88              | 73             | 109            | 200            | 110            | 55%         |
| Calvert Balanced                    | 0               | 60              | 163             | 0              | 38             | 70             | 50             | 71%         |
| Newberger Berman                    |                 | 401.42          | 401             | 0              | 0              | 0              | 0              |             |
| Domini Social Investment            | 0               | 141             | 195             | 58             | 82             | 150            | 100            | 67%         |
| Calvert Bond                        | 0               | 4,564           | 4,337           | 1,309          | 2,176          | 4,000          | 2,500          | 63%         |
| Schwab One Accounts                 | 0               | 208             | 152             | 248            | 109            | 200            | 150            | 75%         |
| Dividends and interest              | 5,066           | 5               | 17              | 384            | 5              | 10             | 350            | 3500%       |
| <b>Total Investment Income</b>      | <b>909</b>      | <b>5,507</b>    | <b>5,354</b>    | <b>2,071</b>   | <b>2,519</b>   | <b>4,630</b>   | <b>3,260</b>   | <b>70%</b>  |
| <b>Realized Gain or Loss</b>        | <b>(32,063)</b> | <b>(26,814)</b> | <b>(11,831)</b> | <b>60</b>      | <b>0</b>       | <b>0</b>       | <b>0</b>       |             |
| <b>Unrealized gain (loss)</b>       |                 |                 |                 |                |                |                |                |             |
| Citizens Index                      |                 | 0               | 2,717           | 0              | 1,904          | 3,500          | 0              | 0%          |
| Womens Equity Fund                  |                 | 0               | 1,560           | 18             | 1,360          | 2,500          | 0              | 0%          |
| Domini Social Investment            |                 | 0               | 6,868           | 312            | 1,360          | 2,500          | 500            | 20%         |
| Calvert Balanced                    |                 | 0               | 2,361           | 130            | 816            | 1,500          | 500            | 33%         |
| Sun Microsystems                    |                 | 0               | 604             | 0              | 27             | 50             | 0              | 0%          |
| Neuberger Berman                    |                 | 651             | 1,583           | 793            | 1,360          | 2,500          | 500            | 20%         |
| Calvert Bond                        |                 | 0               | 171             | 1,469          | 3,808          | 7,000          | 3,500          | 50%         |
| Unrealized gain (loss) - Other      |                 |                 |                 | (628)          | 0              | 0              |                |             |
| <b>Total Unrealized gain (loss)</b> | <b>(2,519)</b>  | <b>651</b>      | <b>15,863</b>   | <b>2,093</b>   | <b>10,635</b>  | <b>19,550</b>  | <b>5,000</b>   | <b>26%</b>  |
| <b>Miscellaneous revenue</b>        | <b>18</b>       | <b>112</b>      | <b>36</b>       | <b>4</b>       | <b>54</b>      | <b>100</b>     | <b>50</b>      | <b>50%</b>  |
| <b>Restricted Funds</b>             | <b>600</b>      | <b>650</b>      | <b>150</b>      | <b>150</b>     | <b>354</b>     | <b>650</b>     | <b>150</b>     | <b>23%</b>  |
| <b>Total Income</b>                 | <b>584,112</b>  | <b>592,429</b>  | <b>620,270</b>  | <b>298,373</b> | <b>380,449</b> | <b>699,355</b> | <b>681,285</b> | <b>97%</b>  |



# FY 2006 Operating Budget

| Expense                                | FY '02         | FY '03         | FY 04          | FY 05          | Budget 05      | Budget         | Budget         | 06 / 05 %   |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------|
|  |                |                |                | YTD            | YTD            | 2005           | 2006           |             |
| <b>Internal Mailing Costs</b>          |                |                |                |                |                |                |                |             |
| <b>Pledge program</b>                  |                |                |                |                |                |                |                |             |
| Printing                               | 1,272          | 2,448          | 2,262          | 1,672          | 2,479          | 3,500          | 3,000          | 86%         |
| Postage                                | 2,426          | 1,768          | 1,396          | 1,235          | 1,417          | 2,000          | 1,800          | 90%         |
| Mailhouse                              | 1,373          | 2,131          | 1,863          | 701            | 1,558          | 2,200          | 2,000          | 91%         |
| <b>Total Pledge program</b>            | <b>5,070</b>   | <b>6,348</b>   | <b>5,521</b>   | <b>3,608</b>   | <b>5,454</b>   | <b>7,700</b>   | <b>6,800</b>   | <b>88%</b>  |
| <b>ABC/House mailings</b>              |                |                |                |                |                |                |                |             |
| Consultant                             | 0              | 0              | 0              | 3,095          | 0              | 0              | 2,500          |             |
| Printing                               | 2,724          | 3,194          | 3,104          | 3,040          | 2,833          | 4,000          | 4,000          | 100%        |
| Postage                                | 4,652          | 5,831          | 3,256          | 3,268          | 2,975          | 4,200          | 4,200          | 100%        |
| Mailhouse                              | 2,120          | 1,549          | 1,370          | 1,600          | 2,125          | 3,000          | 2,500          | 83%         |
| <b>Total ABC/House mailings</b>        | <b>9,495</b>   | <b>10,574</b>  | <b>7,730</b>   | <b>11,003</b>  | <b>7,933</b>   | <b>11,200</b>  | <b>13,200</b>  | <b>118%</b> |
| <b>Total Internal Mailing Costs</b>    | <b>14,565</b>  | <b>16,922</b>  | <b>13,252</b>  | <b>14,610</b>  | <b>13,388</b>  | <b>18,900</b>  | <b>20,000</b>  | <b>106%</b> |
| <b>Prospecting Mailing Costs</b>       |                |                |                |                |                |                |                |             |
| Printing                               | 12,214         | 15,309         | 13,588         | 6,620          | 11,333         | 16,000         | 16,000         | 100%        |
| Postage                                | 11,254         | 10,992         | 15,639         | 7,603          | 7,792          | 11,000         | 11,000         | 100%        |
| Mailhouse                              | 5,818          | 5,025          | 6,183          | 3,444          | 3,613          | 5,100          | 5,100          | 100%        |
| Consultants                            | 5,243          | 7,607          | 8,750          | 2,795          | 5,313          | 7,500          | 7,500          | 100%        |
| Photos and graphics                    | 0              | 0              | 0              | 0              | 71             | 100            | 100            | 100%        |
| List rentals                           | 6,951          | 6,689          | 6,898          | 3,209          | 4,958          | 7,000          | 7,000          | 100%        |
| <b>Total Prospecting Mailing Costs</b> | <b>41,480</b>  | <b>45,621</b>  | <b>51,058</b>  | <b>23,671</b>  | <b>33,079</b>  | <b>46,700</b>  | <b>46,700</b>  | <b>100%</b> |
| <b>Event Costs</b>                     |                |                |                |                |                |                |                |             |
| Printing                               | 0              | 0              | 0              | 0              | 0              | 0              | 4,000          |             |
| Postage                                | 0              | 0              | 0              | 0              | 0              | 0              | 4,200          |             |
| Mailhouse                              | 0              | 0              | 0              | 0              | 0              | 0              | 2,500          |             |
| Consultants                            | 0              | 0              | 0              | 0              | 0              | 0              | 4,300          |             |
| <b>Total Event Costs</b>               | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>15,000</b>  |             |
| <b>Other Fundraising Costs</b>         |                |                |                |                |                |                |                |             |
| <b>Thank you cards</b>                 |                |                |                |                |                |                |                |             |
| Printing                               | 165            | 160            | 295            | 110            | 248            | 350            | 350            | 100%        |
| Postage                                | 1,092          | 1,245          | 655            | 472            | 850            | 1,200          | 1,000          | 83%         |
| Purchase                               | 0              | 0              | 0              | 0              | 18             | 25             | 25             | 100%        |
| <b>Total Thank you cards</b>           | <b>1,257</b>   | <b>1,405</b>   | <b>950</b>     | <b>582</b>     | <b>1,116</b>   | <b>1,575</b>   | <b>1,375</b>   | <b>87%</b>  |
| <b>Other</b>                           |                |                |                |                |                |                |                |             |
| Misc costs                             | 150            | 14             | 0              | 0              | 142            | 200            | 25             | 13%         |
| Promo T-shirts                         | 147            | 222            | 76             | 0              | 191            | 270            | 150            | 56%         |
| Other                                  | 0              | 77             | 0              | 0              | 71             | 100            | 100            | 100%        |
| <b>Total Other</b>                     | <b>297</b>     | <b>312</b>     | <b>76</b>      | <b>0</b>       | <b>404</b>     | <b>570</b>     | <b>275</b>     | <b>48%</b>  |
| <b>Total Other Fundraising Costs</b>   | <b>1,554</b>   | <b>1,717</b>   | <b>1,026</b>   | <b>582</b>     | <b>1,519</b>   | <b>2,145</b>   | <b>1,650</b>   | <b>77%</b>  |
| <b>Grant</b>                           |                |                |                |                |                |                |                |             |
| Regular grants                         | 258,880        | 255,900        | 247,485        | 169,179        | 161,800        | 228,000        | 241,000        | 106%        |
| Multi-year grants                      | 72,000         | 51,000         | 51,000         | 39,000         | 45,000         | 66,000         | 48,000         | 73%         |
| Technical Assistance Grants            | 0              | 0              | 0              | 1,000          | 4,000          | 8,000          | 8,000          | 100%        |
| Salzman grants                         | 6,000          | 0              | 3,000          | 0              | 0              | 3,000          | 3,000          | 100%        |
| NWTRCC donor directed grants           | 0              | 0              | 3,972          | 2,171          | 3,542          | 5,000          | 5,000          | 100%        |
| <b>Total Grant</b>                     | <b>336,880</b> | <b>306,900</b> | <b>305,457</b> | <b>211,350</b> | <b>214,342</b> | <b>310,000</b> | <b>305,000</b> | <b>98%</b>  |
| <b>Grants Program</b>                  |                |                |                |                |                |                |                |             |
| Library                                | 0              | 0              | 0              | 0              | 71             | 100            | 100            | 100%        |
| Printing                               | 100            | 228            | 2,223          | 1,649          | 248            | 350            | 2,500          | 714%        |
| Postage                                | 596            | 605            | 2,140          | 413            | 1,063          | 1,500          | 2,200          | 147%        |
| Membership dues - organization         | 1,225          | 1,826          | 567            | 233            | 1,275          | 1,800          | 1,800          | 100%        |
| Supplies                               |                | (145.00)       | (145)          | 0              | 0              | 0              | 0              |             |
| <b>Total Grants Program</b>            | <b>1,921</b>   | <b>2,514</b>   | <b>4,785</b>   | <b>2,295</b>   | <b>2,656</b>   | <b>3,750</b>   | <b>6,600</b>   | <b>176%</b> |



# FY 2006 Operating Budget

|  |   | FY '02         | FY '03         | FY 04          | FY 05          | Budget 05      | Budget         | Budget         | 06 / 05 %   |
|--|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------|
|  |   |                |                |                | YTD            | YTD            | 2005           | 2006           |             |
|  | <b>Newsletter Costs</b>                   |                |                |                |                |                |                |                |             |
|  | Printing                                  | 21,469         | 27,667         | 22,255         | 10,531         | 11,333         | 16,000         | 16,000         | 100%        |
|  | Postage                                   | 12,467         | 12,300         | 10,119         | 4,179          | 6,375          | 9,000          | 8,000          | 89%         |
|  | Mailhouse                                 | 8,107          | 5,501          | 9,341          | 1,905          | 4,250          | 6,000          | 6,000          | 100%        |
|  | Consultants                               | 0              | 330            | 104            | 75             | 354            | 500            | 500            | 100%        |
|  | Photos and graphics                       | 503            | 421            | 150            | 0              | 354            | 500            | 500            | 100%        |
|  | Newsletter Costs - Other                  | 188            | 0              | 0              | 0              | 142            | 200            | 200            | 100%        |
|  | <b>Total Newsletter Costs</b>             | <b>42,733</b>  | <b>46,220</b>  | <b>41,969</b>  | <b>16,690</b>  | <b>22,808</b>  | <b>32,200</b>  | <b>31,200</b>  | <b>97%</b>  |
|  | <b>Website &amp; Internet</b>             | <b>617</b>     | <b>992</b>     | <b>850</b>     | <b>808</b>     | <b>1,417</b>   | <b>2,000</b>   | <b>2,000</b>   | <b>100%</b> |
|  | <b>Personnel</b>                          |                |                |                |                |                |                |                |             |
|  | Employee Salaries                         | 124,137        | 140,206        | 137,200        | 104,389        | 100,906        | 142,455        | 148,011        | 104%        |
|  | Payroll taxes                             | 10,607         | 11,386         | 11,901         | 9,105          | 8,072          | 11,396         | 12,877         | 113%        |
|  | Pension plan match                        | 4,273          | 4,576          | 5,405          | 4,028          | 4,036          | 5,698          | 5,920          | 104%        |
|  | Health insurance                          | 17,157         | 21,345         | 27,859         | 21,919         | 22,667         | 32,000         | 27,932         | 87%         |
|  | Workers compensation                      | 480            | 368            | 561            | 513            | 301            | 425            | 594            | 140%        |
|  | Staff development                         | 1,050          | 1,970          | 0              | 0              | 1,417          | 2,000          | 2,000          | 100%        |
|  | Personnel - Other                         | 0              | 0              | 0              | 0              | 354            | 500            | 0              | 0%          |
|  | <b>Total Personnel</b>                    | <b>157,703</b> | <b>179,850</b> | <b>182,925</b> | <b>139,954</b> | <b>137,752</b> | <b>194,475</b> | <b>197,334</b> | <b>101%</b> |
|  | <b>General and Administrative</b>         |                |                |                |                |                |                |                |             |
|  | Supplies                                  | 3,144          | 2,839          | 2,623          | 1,909          | 1,771          | 2,500          | 2,500          | 100%        |
|  | Printing & copying                        | (327)          | 1,982          | 1,424          | 140            | 1,417          | 2,000          | 1,500          | 75%         |
|  | Books, subscriptions, reference           | 166            | 206            | 1,411          | 1,350          | 213            | 300            | 1,500          | 500%        |
|  | Dues and Fees                             | 0              | 0              | 1,265          | 56             | 142            | 200            | 200            | 100%        |
|  | Telephone                                 | 2,567          | 2,434          | 2,475          | 2,622          | 2,267          | 3,200          | 3,200          | 100%        |
|  | Minor office equipment                    | 1,026          | 1,112          | 225            | 898            | 1,594          | 2,250          | 1,500          | 67%         |
|  | Postage, shipping, delivery               |                |                |                |                |                |                |                |             |
|  | Meter Rental                              |                |                |                | 344            | 0              | 0              | 450            |             |
|  | UPS                                       | 50             | 569            | 0              | 0              | 71             | 100            | 100            | 100%        |
|  | US Post Office                            | 1,886          | 1,088          | 1,599          | 370            | 1,771          | 2,500          | 1,600          | 64%         |
|  | Postage due/BRE envelopes                 | 2,025          | 0              | 1,480          | 1,800          | 1,842          | 2,600          | 2,700          | 104%        |
|  | <b>Total Postage, shipping, delivery</b>  | <b>3,961</b>   | <b>1,658</b>   | <b>3,079</b>   | <b>2,514</b>   | <b>3,683</b>   | <b>5,200</b>   | <b>4,850</b>   | <b>93%</b>  |
|  | <b>Professional Fees</b>                  |                |                |                |                |                |                |                |             |
|  | Temporary help                            | 3,452          | 0              | 2,952          | 3,053          | 5,313          | 7,500          | 5,500          | 73%         |
|  | Accounting                                | 8,453          | 11,325         | 14,600         | 10,325         | 9,600          | 11,000         | 12,500         | 114%        |
|  | Consultants                               | 0              | 6,985          | 0              | 0              | 2,125          | 3,000          | 1,500          | 50%         |
|  | Brokerage fees                            | 0              | 563            | 494            | 183            | 425            | 600            | 600            | 100%        |
|  | <b>Total Professional Fees</b>            | <b>11,905</b>  | <b>18,873</b>  | <b>18,047</b>  | <b>13,561</b>  | <b>17,463</b>  | <b>22,100</b>  | <b>20,100</b>  | <b>91%</b>  |
|  | <b>Equipment Rental &amp; Maintenance</b> | <b>0</b>       | <b>1,200</b>   | <b>1,347</b>   | <b>1,001</b>   | <b>992</b>     | <b>1,400</b>   | <b>1,500</b>   | <b>107%</b> |
|  | <b>Insurance</b>                          |                |                |                |                |                |                |                |             |
|  | Liability                                 |                | 1,872          | 675            | 855            | 1,417          | 2,000          | 2,000          | 100%        |
|  | Directors and Officers                    |                | 556            | 2,225          | 1,483          | 1,576          | 2,225          | 2,225          | 100%        |
|  | Computer                                  |                | 87             | 85             | 0              | 63             | 89             | 89             | 100%        |
|  | Property                                  |                | 0              | 610            | 381            | 708            | 1,000          | 1,000          | 100%        |
|  | <b>Total Insurance</b>                    | <b>1,439</b>   | <b>2,515</b>   | <b>3,595</b>   | <b>2,719</b>   | <b>3,764</b>   | <b>5,314</b>   | <b>5,314</b>   | <b>100%</b> |
|  | <b>Advertising and Outreach</b>           |                |                |                |                |                |                |                |             |
|  | Brochure                                  | 4,141          | 0              | 0              | 0              | 0              | 0              | 1,000          |             |
|  | Advertising                               | 1,635          | 2,925          | 2,055          | 1,250          | 1,063          | 1,500          | 1,500          | 100%        |
|  | <b>Total Advertising and Outreach</b>     | <b>5,776</b>   | <b>2,925</b>   | <b>2,055</b>   | <b>1,250</b>   | <b>1,063</b>   | <b>1,500</b>   | <b>2,500</b>   | <b>167%</b> |



# FY 2006 Operating Budget

|  |   | FY '02          | FY '03          | FY 04           | FY 05            | Budget 05        | Budget         | Budget          | 06 / 05 %    |
|--|---|-----------------|-----------------|-----------------|------------------|------------------|----------------|-----------------|--------------|
|  |   |                 |                 |                 | YTD              | YTD              | 2005           | 2006            |              |
|  | <b>Occupancy expenses</b>                   |                 |                 |                 |                  |                  |                |                 |              |
|  | Rent  | 31,308          | 32,494          | 33,713          | 26,256           | 24,972           | 35,254         | 39,150          | 111%         |
|  | Repairs and maintenance                     | 782             | 1,718           | 420             | 145              | 425              | 600            | 600             | 100%         |
|  | Utilities                                   | 2,916           | 2,902           | 2,390           | 2,853            | 2,479            | 3,500          | 3,500           | 100%         |
|  | Real Estate Taxes                           |                 |                 |                 | 0                | 779              |                | 800             |              |
|  | Sub lease (rent)                            | (14,184)        | (13,010)        | (13,879)        | (10,957)         | (9,989)          | (14,102)       | (16,200)        | 115%         |
|  | Sub lease (utilities)                       |                 | (2,435)         | (1,119)         | (679)            | (992)            | (1,400)        | (1,400)         | 100%         |
|  | <b>Total Occupancy expenses</b>             | <b>20,821</b>   | <b>21,670</b>   | <b>21,524</b>   | <b>17,618</b>    | <b>17,674</b>    | <b>23,852</b>  | <b>26,450</b>   | <b>111%</b>  |
|  | <b>Travel &amp; meetings expenses</b>       |                 |                 |                 |                  |                  |                |                 |              |
|  | Conference, convention, meeting             | 462             | 904             | 50              | 25               | 531              | 750            | 750             | 100%         |
|  | Meals, food                                 | 0               | 0               | 339             | 188              | 425              | 600            | 600             | 100%         |
|  | Travel                                      | 12              | 2,466           | 201             | 361              | 2,125            | 3,000          | 1,800           | 60%          |
|  | <b>Total Travel &amp; meetings expenses</b> | <b>474</b>      | <b>3,370</b>    | <b>590</b>      | <b>574</b>       | <b>3,081</b>     | <b>4,350</b>   | <b>3,150</b>    | <b>72%</b>   |
|  | <b>Total General and Administrative</b>     | <b>50,951</b>   | <b>60,781</b>   | <b>59,658</b>   | <b>46,211</b>    | <b>55,122</b>    | <b>74,166</b>  | <b>74,264</b>   | <b>100%</b>  |
|  | <b>Misc expenses</b>                        |                 |                 |                 |                  |                  |                |                 |              |
|  | Depreciation & amortization exp             | 4,457           | 2,450           | 2,425           | 0                | 2,125            | 3,000          | 2,400           | 80%          |
|  | Bank & credit card fees                     | 998             | 1,325           | 1,749           | 1,347            | 1,417            | 2,000          | 2,000           | 100%         |
|  | Interest Expense                            |                 |                 |                 |                  |                  |                |                 |              |
|  | Finance Charges                             | 0               | 0               | 78              | 22               | 0                | 0              | 50              |              |
|  | Late Fees                                   | 0               | 0               | 73              | 102              | 106              | 150            | 100             | 67%          |
|  | <b>Total Interest Expense</b>               | <b>0</b>        | <b>0</b>        | <b>151</b>      | <b>124</b>       | <b>106</b>       | <b>150</b>     | <b>150</b>      | <b>100%</b>  |
|  | Taxes                                       | 0               | 1,065           | 275             | 275              | 0                | 1,100          |                 |              |
|  | Tax penalties and interest                  | 0               | 30              | 0               | 15               | 35               | 50             | 50              | 100%         |
|  | Misc expenses - Other                       | 47              | (9)             | 0               | 0                | 177              | 250            | 100             | 40%          |
|  | <b>Misc expenses</b>                        | <b>5,502</b>    | <b>3,795</b>    | <b>4,600</b>    | <b>1,761</b>     | <b>3,860</b>     | <b>6,550</b>   | <b>4,700</b>    | <b>72%</b>   |
|  | <b>Board Expense</b>                        |                 |                 |                 |                  |                  |                |                 |              |
|  | Copying                                     | 3,233           | 2,703           | 557             | 55               | 2,267            | 3,200          | 250             | 8%           |
|  | Postage                                     | 1,098           | 996             | 406             | 21               | 1,063            | 1,500          | 200             | 13%          |
|  | Travel                                      | 2,946           | 1,139           | 2,076           | 1,090            | 1,771            | 2,500          | 2,500           | 100%         |
|  | Food  | 1,487           | 442             | 787             | 298              | 1,063            | 1,500          | 800             | 53%          |
|  | Outreach                                    | 0               | 0               | 0               | 0                | 71               | 100            | 100             | 100%         |
|  | Other                                       | 56              | 357             | 0               | 0                | 1,063            | 1,500          | 1,500           | 100%         |
|  | <b>Total Board Expense</b>                  | <b>8,821</b>    | <b>5,637</b>    | <b>3,826</b>    | <b>1,463</b>     | <b>7,296</b>     | <b>10,300</b>  | <b>5,350</b>    | <b>52%</b>   |
|  | <b>Total Expense</b>                        | <b>662,727</b>  | <b>670,948</b>  | <b>669,406</b>  | <b>459,396</b>   | <b>493,239</b>   | <b>701,186</b> | <b>709,798</b>  | <b>101%</b>  |
|  | <b>Net Ordinary Income</b>                  | <b>(78,616)</b> | <b>(78,519)</b> | <b>(49,136)</b> | <b>(161,023)</b> | <b>(112,790)</b> | <b>(1,831)</b> | <b>(28,513)</b> | <b>1557%</b> |
|  | <b>Other Income/Expense</b>                 |                 |                 |                 |                  |                  |                |                 |              |
|  | Suspense                                    |                 |                 |                 | (4,665)          |                  |                |                 |              |
|  | <b>Total Other Expense</b>                  |                 |                 |                 | <b>4,665</b>     |                  |                |                 |              |
|  | <b>Net Income</b>                           |                 |                 |                 | <b>(156,358)</b> |                  |                |                 |              |



## **FY 2006 Operating Budget**

**Cell:** L21

**Comment:** Special Contributions: Board Fundraising: to be raised by Board and Advisory Board members- target of \$1,000 each

**Cell:** L118

**Comment:** Salaries: 3.9% COLA and Robin at 4/5 time

**Cell:** L121

**Comment:** Health Insurance: Yafreisy will switch to Pedro's plan in 2006 at open enrollment- potential savings (not included in budget) of \$13,500.

**Cell:** L129

**Comment:** Books, subscriptions and reference: increase reflects allocation of Sage TA subscription to this line item

**Cell:** L189

**Comment:** Board Other: Board of Advisors meeting



## Budget to Actual Comparisons FY '00 – FY '04

### Income

#### 1. *Internal Mailings*

These are pledge, newsletter and house mailings. They have remained relatively consistent in actuals with a bit of a drop off in the last two years compared to budget. That would be election year and tsunami giving impacts. There is also some economic downturn impact felt here as well.

#### 2. *Prospect Mailings*

This is our outreach for new donors. They remain relatively constant and we have added a significant number of new donors to our database. General performance is improving as a result of refined prospecting techniques and more work with consultants. Expectations for have been impacted by election year and tsunami giving as well as economic downturn.

#### 3. *Special Contributions*

This is comprised of donor-directed foundation grants, stock gifts, unsolicited donations and Board fundraising. Giving here is primarily impacted by the loss of a few major donors. In addition, during two years income was increased as a result of bequests totaling \$80,000 (\$50,000 and \$30,000). Election year and tsunami giving, as well as economic downturn, may have affected these donors as well.

### Expenses

#### *Fundraising*

1. Internal Mailing Costs: Costs continue to stay under budget for pledge and house mailings. This is due in part to use of e-mail for delivery of the *Newsletter* to some of these donors. Purging the mailing lists of "deadbeat" donors has also reduced costs.

2. Prospect Mailing Costs: These costs have essentially remained on target to budget. They reflect more vigorous outreach efforts in an attempt to expand active donors.

3. Other Fundraising Costs: These minor costs (thank you postcards for small donors and promo t-shirts) remain under budget.

#### *Program*

1. Grants: Grants have slowly increased over the last five years. After increased spending in FY'01 and FY'02 (in response in part to 9/11 and Iraq war needs) tighter control has been placed on spending. Spending is now close to or at budgeted levels.

2. Grants Program: This category is actually stable. Increases reflect movement of expenses which were wrongly categorized in prior years (e.g. postage, copying and dues that were placed in General and Administrative costs instead of Grants Program).

3. Newsletter: Newsletter costs remain on target or under budget. This is due in part to use of e-mail for delivery of the *Newsletter* to many subscribers and purging of the subscriber list.

4. Website: Costs remain on target or under budget. Increases reflect development of new website.

#### *Other*

1. Personnel: Personnel costs remain on target to budget. Significant increases reflect tripling of health insurance costs (budget at \$28,000 for FY'06) and additional staff coverage for Yafresiy's maternity leave.

2. General and Administrative: Costs are coming in at or under budget. Increases primarily reflect increase in rent and occupancy costs.

3. Board Expenses: Coming in at or under budget. Increases/decreases reflect planned or canceled Board retreats.

#### *Total Income (Loss)*

- FY'00 and FY'01 were within intended levels of expenses over income.

- FY'02 reflects \$34,000 of overspending on grants combined with a \$45,000 loss in expected income.

- FY'03 reflects a combination of \$53,000 loss in expected income, \$3,000 in increased *Newsletter* costs, \$4,000 in increased personnel costs and - \$2,000 in increased General and Administrative expenses.

- FY'04 reflects primarily a \$56,000 loss in expected income



**Budget to Actual  
FY '00 - FY '06**

|                                | <b>FY '00<br/>Budget</b> | <b>FY '00<br/>Actual</b> | <b>FY '01<br/>Budget</b> | <b>FY '01<br/>Actual</b> | <b>FY '02<br/>Budget</b> | <b>FY '02<br/>Actual</b> | <b>FY '03<br/>Budget</b> | <b>FY '03<br/>Actual</b> | <b>FY '04<br/>Budget</b> | <b>FY '04<br/>Actual</b> | <b>FY '05<br/>Budget</b> | <b>FY '05<br/>YTD</b> | <b>FY '06<br/>Budget</b> |
|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------|--------------------------|
| <b>Income</b>                  |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Internal Mailings              | \$283,000                | \$301,609                | \$322,000                | \$296,087                | \$329,000                | \$333,043                | \$342,500                | \$333,903                | \$365,000                | \$341,170                | \$360,000                | \$232,376             | \$370,000                |
| Prospect Mailings              | \$25,000                 | \$11,825                 | \$31,500                 | \$52,353                 | \$45,000                 | \$41,851                 | \$47,500                 | \$40,733                 | \$48,000                 | \$42,408                 | \$40,000                 | \$21,082              | \$42,000                 |
| Special Contributions          | \$155,000                | \$214,810                | \$155,000                | \$260,530                | \$245,000                | \$240,249                | \$240,000                | \$236,130                | \$252,650                | \$221,347                | \$266,000                | \$93,933              | \$253,500                |
| Investments                    | \$42,000                 | (\$22,507)               | \$25,500                 | (\$13,271)               | \$8,000                  | (\$26,087)               | \$2,500                  | (\$20,651)               | \$2,300                  | \$9,386                  | \$24,180                 | \$3,660               | \$8,260                  |
| Other                          | \$12,850                 | \$11,961                 | \$12,815                 | \$9,506                  | \$9,885                  | \$2,642                  | \$12,650                 | \$2,319                  | \$8,050                  | \$5,958                  | \$9,175                  | \$5,823               | \$7,525                  |
| <b>Total Income</b>            | <b>\$517,850</b>         | <b>\$517,698</b>         | <b>\$546,815</b>         | <b>\$605,205</b>         | <b>\$636,885</b>         | <b>\$591,697</b>         | <b>\$645,150</b>         | <b>\$592,434</b>         | <b>\$676,000</b>         | <b>\$620,269</b>         | <b>\$699,355</b>         | <b>\$356,874</b>      | <b>\$681,285</b>         |
| <b>Expenses</b>                |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| <i>Fundraising</i>             |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Internal Mailing Costs         | \$18,900                 | \$11,693                 | \$20,800                 | \$15,822                 | \$19,100                 | \$14,565                 | \$20,600                 | \$16,922                 | \$19,400                 | \$13,252                 | \$18,900                 | \$17,356              | \$20,000                 |
| Prospect Mailing Costs         | \$31,600                 | \$31,064                 | \$41,610                 | \$53,921                 | \$45,000                 | \$41,480                 | \$48,000                 | \$45,621                 | \$49,300                 | \$51,058                 | \$46,700                 | \$30,637              | \$46,700                 |
| Other Fundraising Costs        | \$3,650                  | \$1,258                  | \$3,050                  | \$1,069                  | \$2,140                  | \$1,554                  | \$1,820                  | \$1,717                  | \$3,420                  | \$1,026                  | \$2,145                  | \$729                 | \$1,650                  |
| <b>Total Fundraising Costs</b> | <b>\$54,150</b>          | <b>\$44,015</b>          | <b>\$65,460</b>          | <b>\$70,812</b>          | <b>\$66,240</b>          | <b>\$57,599</b>          | <b>\$70,420</b>          | <b>\$64,260</b>          | <b>\$72,120</b>          | <b>\$65,336</b>          | <b>\$67,745</b>          | <b>\$48,722</b>       | <b>\$68,350</b>          |
| <i>Program</i>                 |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Grants                         | \$254,000                | \$246,598                | \$264,500                | \$298,760                | \$303,000                | \$336,880                | \$304,000                | \$306,900                | \$310,800                | \$305,457                | \$310,000                | \$216,508             | \$305,000                |
| Grants Program                 | \$4,600                  | \$2,934                  | \$4,300                  | \$2,428                  | \$2,400                  | \$1,921                  | \$1,025                  | \$2,514                  | \$2,900                  | \$4,785                  | \$3,750                  | \$2,402               | \$6,600                  |
| Newsletter                     | \$36,700                 | \$34,986                 | \$38,800                 | \$34,774                 | \$42,400                 | \$42,733                 | \$43,800                 | \$46,220                 | \$49,950                 | \$41,969                 | \$32,200                 | \$22,911              | \$31,200                 |
| Website                        | \$780                    | \$505                    | \$1,000                  | \$784                    | \$1,000                  | \$617                    | \$700                    | \$992                    | \$1,000                  | \$850                    | \$2,000                  | \$980                 | \$2,000                  |
| <b>Total Program Costs</b>     | <b>\$296,080</b>         | <b>\$285,023</b>         | <b>\$308,600</b>         | <b>\$336,746</b>         | <b>\$348,800</b>         | <b>\$382,151</b>         | <b>\$349,525</b>         | <b>\$356,625</b>         | <b>\$364,650</b>         | <b>\$353,061</b>         | <b>\$347,950</b>         | <b>\$242,801</b>      | <b>\$344,800</b>         |
| <i>Other</i>                   |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Personnel                      | \$145,483                | \$154,495                | \$189,642                | \$154,132                | \$163,671                | \$157,703                | \$175,143                | \$179,850                | \$182,240                | \$182,925                | \$194,475                | \$164,728             | \$197,334                |
| General and Administrative     | \$64,170                 | \$46,018                 | \$59,925                 | \$50,053                 | \$65,525                 | \$56,453                 | \$63,470                 | \$65,642                 | \$75,234                 | \$64,258                 | \$80,716                 | \$56,605              | \$78,964                 |
| Board Expenses                 | \$6,250                  | \$5,114                  | \$6,250                  | \$8,172                  | \$8,650                  | \$8,821                  | \$6,400                  | \$5,637                  | \$10,600                 | \$3,826                  | \$10,300                 | \$1,992               | \$5,350                  |
| <b>Total Other Costs</b>       | <b>\$215,903</b>         | <b>\$205,627</b>         | <b>\$255,817</b>         | <b>\$212,357</b>         | <b>\$237,846</b>         | <b>\$222,977</b>         | <b>\$245,013</b>         | <b>\$251,128</b>         | <b>\$268,074</b>         | <b>\$251,010</b>         | <b>\$285,491</b>         | <b>\$223,325</b>      | <b>\$281,648</b>         |
| <b>Total Expenses</b>          | <b>\$566,133</b>         | <b>\$534,665</b>         | <b>\$629,877</b>         | <b>\$619,915</b>         | <b>\$652,886</b>         | <b>\$662,727</b>         | <b>\$664,958</b>         | <b>\$672,013</b>         | <b>\$704,844</b>         | <b>\$669,406</b>         | <b>\$701,186</b>         | <b>\$514,848</b>      | <b>\$694,798</b>         |
| <b>Total Income (Loss)</b>     | <b>(\$48,283)</b>        | <b>(\$16,967)</b>        | <b>(\$83,062)</b>        | <b>(\$14,710)</b>        | <b>(\$16,001)</b>        | <b>(\$71,030)</b>        | <b>(\$19,808)</b>        | <b>(\$79,579)</b>        | <b>(\$28,844)</b>        | <b>(\$49,137)</b>        | <b>(\$1,831)</b>         | <b>(\$157,974)</b>    | <b>(\$13,513)</b>        |



**Budget Actual**  
**FY '00 - FY '06**

| Ordinary Income/Expense             | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD  | FY '06<br>Budget | 06 / 05 %<br>Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|---------------------|
| <b>Income</b>                       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| <b>Internal Mailings</b>            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Pledges                             | 126,000          | 135,997          | 140,000          | 129,883          | 140,000          | 136,080          | 146,500          | 136,663          | 155,000          | 143,420          | 150,000          | 102,559.00     | 155,000          | 103%                |
| Newsletter                          | 57,000           | 64,138           | 62,000           | 52,089           | 64,000           | 76,885           | 67,000           | 56,426           | 72,000           | 46,914           | 65,000           | 36,380.00      | 65,000           | 100%                |
| ABC/House mailings                  | 100,000          | 101,474          | 120,000          | 114,115          | 125,000          | 120,078          | 129,000          | 140,814          | 138,000          | 150,836          | 145,000          | 93,437         | 150,000          | 103%                |
| <b>Total Internal Mailings</b>      | <b>283,000</b>   | <b>301,609</b>   | <b>322,000</b>   | <b>296,087</b>   | <b>329,000</b>   | <b>333,043</b>   | <b>342,500</b>   | <b>333,903</b>   | <b>365,000</b>   | <b>341,170</b>   | <b>360,000</b>   | <b>232,376</b> | <b>370,000</b>   | <b>103%</b>         |
| <b>Prospecting</b>                  | <b>25,000</b>    | <b>11,825</b>    | <b>31,500</b>    | <b>52,353</b>    | <b>45,000</b>    | <b>41,851</b>    | <b>47,500</b>    | <b>40,733</b>    | <b>48,000</b>    | <b>42,408</b>    | <b>40,000</b>    | <b>21,082</b>  | <b>42,000</b>    | <b>105%</b>         |
| <b>Other Revenue</b>                |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Fiscal sponsorship fees             | 300              | 276              | 250              | 151              | 175              | 240              | 175              | 330              | 200              | 209              | 225              | 276            | 225              | 100%                |
| List Sales - Names in the News      | 300              | 125              | 300              | 0                | 300              | 187              | 300              | 0                | 500              | 0                | 500              | 0              | 0                | 0%                  |
| List Sales - other                  | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 5,800            | 630              | 0                | 0              | 500              |                     |
| Royalties                           | 50               | 12               | 15               | 11               | 10               | 21               | 25               | 239              | 100              | 779              | 200              | 600            | 800              | 400%                |
| T-shirt sales                       | 2,500            | 1,148            | 2,200            | 446              | 2,800            | 3,110            | 2,800            | 1,854            | 1,500            | 329              | 2,500            | 468            | 800              | 32%                 |
| T-shirt expense                     | (1,500)          | (305)            | (1,500)          | (239)            | (3,000)          | (1,535)          | 0                | (866)            | (450)            | (147)            | (1,000)          | 0              | 0                | 0%                  |
| NWTRCC                              | 4,000            | 5,238            | 4,500            | 2,860            | 4,000            | 0                | 4,000            | 0                | 0                | 3,972            | 6,000            | 4,326          | 5,000            | 83%                 |
| <b>Total Other Revenue</b>          | <b>5,650</b>     | <b>6,494</b>     | <b>5,765</b>     | <b>3,229</b>     | <b>4,285</b>     | <b>2,023</b>     | <b>7,300</b>     | <b>1,557</b>     | <b>7,650</b>     | <b>5,772</b>     | <b>8,425</b>     | <b>5,670</b>   | <b>7,325</b>     | <b>87%</b>          |
| <b>Special contributions</b>        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Board Fundraising                   | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 20,500           | 3,696          | 20,500           | 100%                |
| Donor Directed Grants               | 50,000           | 95,184           | 60,000           | 110,843          | 100,000          | 148,649          | 100,000          | 84,818           | 107,000          | 99,438           | 100,000          | 36,897         | 100,000          | 100%                |
| Matching Grants                     | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 325              | 500              | 925            | 1,000            | 200%                |
| Unsolicited                         | 65,000           | 97,876           | 60,000           | 122,929          | 110,000          | 64,617           | 120,000          | 128,087          | 120,000          | 99,058           | 120,000          | 26,751         | 100,000          | 83%                 |
| Stocks                              | 40,000           | 21,750           | 35,000           | 26,758           | 35,000           | 26,983           | 20,000           | 23,226           | 25,650           | 22,526           | 25,000           | 25,664         | 32,000           | 128%                |
| <b>Total Special contributions</b>  | <b>155,000</b>   | <b>214,810</b>   | <b>155,000</b>   | <b>260,530</b>   | <b>245,000</b>   | <b>240,249</b>   | <b>240,000</b>   | <b>236,130</b>   | <b>252,650</b>   | <b>221,347</b>   | <b>266,000</b>   | <b>93,933</b>  | <b>253,500</b>   | <b>95%</b>          |
| <b>Investment Income</b>            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Bank Interest                       | 12,000           | 2,040            | 2,000            | 2,389            | 2,000            | 909              | 1,500            | 133              | 1,500            | 88               | 200              | 80             | 110              | 55%                 |
| Calvert Balanced                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 60               | 0                | 163              | 70               | 16             | 50               | 71%                 |
| Newberger Berman                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 401              | 0                | 401              | 0                | 0              | 0                |                     |
| Domini Social Investment            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 141              | 0                | 195              | 150              | 90             | 100              | 67%                 |
| Calvert Bond                        | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 4,564            | 0                | 4,337            | 4,000            | 1,700          | 2,500            | 63%                 |
| Schwab One Accounts                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 208              | 0                | 152              | 200              | 318            | 150              | 75%                 |
| Dividends and Interest              | 0                | 16,526           | 8,500            | 21,138           | 6,000            | 5,066            | 1,000            | 5                | 800              | 17               | 10               | 420            | 350              | 3500%               |
| <b>Total Investment Income</b>      | <b>12,000</b>    | <b>18,566</b>    | <b>10,500</b>    | <b>23,527</b>    | <b>8,000</b>     | <b>5,976</b>     | <b>2,500</b>     | <b>5,512</b>     | <b>2,300</b>     | <b>5,353</b>     | <b>4,630</b>     | <b>2,624</b>   | <b>3,260</b>     | <b>70%</b>          |
| <b>Realized Gain or Loss</b>        | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>(32,063)</b>  | <b>0</b>         | <b>(26,814)</b>  | <b>0</b>         | <b>(11,831)</b>  | <b>0</b>         | <b>(55)</b>    | <b>0</b>         |                     |
| <b>Unrealized gain (loss)</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Citizens Index                      | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 2,717            | 3,500            | 0              | 0                | 0%                  |
| Womens Equity Fund                  | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,560            | 2,500            | (203)          | 0                | 0%                  |
| Domini Social Investment            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 6,868            | 2,500            | 514            | 500              | 20%                 |
| Calvert Balanced                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 2,361            | 1,500            | 258            | 500              | 33%                 |
| Sun Microsystems                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 604              | 50               | 0              | 0                | 0%                  |
| Neuberger Berman                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 651              | 0                | 1,583            | 2,500            | (7)            | 500              | 20%                 |
| Calvert Bond                        | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 171              | 7,000            | 528            | 3,500            | 50%                 |
| Unrealized gain (loss) - Other      | 30,000           | (41,073)         | 15,000           | (36,798)         | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0              | 0                |                     |
| <b>Total Unrealized gain (loss)</b> | <b>30,000</b>    | <b>(41,073)</b>  | <b>15,000</b>    | <b>(36,798)</b>  | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>651</b>       | <b>0</b>         | <b>15,864</b>    | <b>19,550</b>    | <b>1,090</b>   | <b>5,000</b>     | <b>26%</b>          |
| <b>Miscellaneous revenue</b>        | <b>200</b>       | <b>267</b>       | <b>50</b>        | <b>607</b>       | <b>100</b>       | <b>18</b>        | <b>350</b>       | <b>112</b>       | <b>400</b>       | <b>36</b>        | <b>100</b>       | <b>4</b>       | <b>50</b>        | <b>50%</b>          |
| <b>Restricted Funds</b>             | <b>7,000</b>     | <b>5,200</b>     | <b>7,000</b>     | <b>5,670</b>     | <b>5,500</b>     | <b>600</b>       | <b>5,000</b>     | <b>650</b>       | <b>0</b>         | <b>150</b>       | <b>650</b>       | <b>150</b>     | <b>150</b>       | <b>23%</b>          |
| <b>Total Income</b>                 | <b>517,850</b>   | <b>517,698</b>   | <b>546,815</b>   | <b>605,205</b>   | <b>636,885</b>   | <b>591,697</b>   | <b>645,150</b>   | <b>592,434</b>   | <b>676,000</b>   | <b>620,269</b>   | <b>699,355</b>   | <b>356,874</b> | <b>681,285</b>   | <b>97%</b>          |



**Budget to Actual**  
**FY '00 - FY '06**

| Expense                                | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD  | FY '06<br>Budget | 06 / 05 %<br>Budget |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|---------------------|
| <b>Internal Mailing Costs</b>          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| <b>Pledge program</b>                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Printing                               | 3,000            | 2,166            | 3000             | 2,204            | 3,100            | 1,272            | 3,100            | 2,448            | 3,200            | 2,262            | 3,500            | 2,267          | 3,000            | 86%                 |
| Postage                                | 2,200            | 2,004            | 2500             | 1,872            | 2,800            | 2,426            | 3,000            | 1,768            | 3,000            | 1,396            | 2,000            | 1,484          | 1,800            | 90%                 |
| Mailhouse                              | 1,300            | 1,665            | 2000             | 1,932            | 2,200            | 1,373            | 2,300            | 2,131            | 2,000            | 1,863            | 2,200            | 951            | 2,000            | 91%                 |
| <b>Total Pledge program</b>            | <b>6,500</b>     | <b>5,835</b>     | <b>7,500</b>     | <b>6,008</b>     | <b>8,100</b>     | <b>5,070</b>     | <b>8,400</b>     | <b>6,348</b>     | <b>8,200</b>     | <b>5,521</b>     | <b>7,700</b>     | <b>4,702</b>   | <b>6,800</b>     | <b>88%</b>          |
| <b>ABC/House mailings</b>              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Consultant                             | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 3,095          | 2,500            |                     |
| Printing                               | 4,700            | 1,496            | 4,700            | 3,418            | 4,200            | 2,724            | 4,500            | 3,194            | 4,000            | 3,104            | 4,000            | 4,223          | 4,000            | 100%                |
| Postage                                | 3,700            | 1,883            | 4,000            | 3,609            | 3,800            | 4,652            | 4,200            | 5,831            | 4,200            | 3,256            | 4,200            | 3,287          | 4,200            | 100%                |
| Mailhouse                              | 4,000            | 2,479            | 4,600            | 2,787            | 3,000            | 2,120            | 3,500            | 1,549            | 3,000            | 1,370            | 3,000            | 2,051          | 2,500            | 83%                 |
| <b>Total ABC/House mailings</b>        | <b>12,400</b>    | <b>5,858</b>     | <b>13,300</b>    | <b>9,814</b>     | <b>11,000</b>    | <b>9,495</b>     | <b>12,200</b>    | <b>10,574</b>    | <b>11,200</b>    | <b>7,730</b>     | <b>11,200</b>    | <b>12,656</b>  | <b>13,200</b>    | <b>118%</b>         |
| <b>Total Internal Mailing Costs</b>    | <b>18,900</b>    | <b>11,693</b>    | <b>20,800</b>    | <b>15,822</b>    | <b>19,100</b>    | <b>14,565</b>    | <b>20,600</b>    | <b>16,922</b>    | <b>19,400</b>    | <b>13,252</b>    | <b>18,900</b>    | <b>17,358</b>  | <b>20,000</b>    | <b>106%</b>         |
| <b>Prospecting Mailing Costs</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Printing                               | 15,000           | 17,114           | 19,000           | 21,648           | 18,000           | 12,214           | 20,000           | 15,309           | 17,000           | 13,588           | 16,000           | 6,620          | 16,000           | 100%                |
| Postage                                | 5,000            | 8,399            | 13,000           | 12,134           | 11,000           | 11,254           | 11,000           | 10,992           | 13,000           | 15,639           | 11,000           | 14,570         | 11,000           | 100%                |
| Mailhouse                              | 6,000            | 0                | 5,610            | 6,308            | 6,000            | 5,818            | 6,000            | 5,025            | 6,200            | 6,183            | 5,100            | 3,444          | 5,100            | 100%                |
| Consultants                            | 5,000            | 0                | 1,500            | 6,950            | 5,000            | 5,243            | 6,000            | 7,607            | 6,000            | 8,750            | 7,500            | 2,795          | 7,500            | 100%                |
| Photos and graphics                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 100              | 0                | 100              | 0              | 100              | 100%                |
| List Rentals                           | 600              | 5,551            | 2,500            | 6,881            | 5,000            | 6,951            | 5,000            | 6,689            | 7,000            | 6,898            | 7,000            | 3,209          | 7,000            | 100%                |
| <b>Total Prospecting Mailing Costs</b> | <b>31,600</b>    | <b>31,064</b>    | <b>41,610</b>    | <b>53,921</b>    | <b>45,000</b>    | <b>41,480</b>    | <b>48,000</b>    | <b>45,621</b>    | <b>49,300</b>    | <b>51,058</b>    | <b>46,700</b>    | <b>30,638</b>  | <b>46,700</b>    | <b>100%</b>         |
| <b>Other Fundraising Costs</b>         |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| <b>Thank you cards</b>                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Printing                               | 150              | 40               | 100              | 55               | 100              | 165              | 250              | 160              | 200              | 295              | 350              | 110            | 350              | 100%                |
| Postage                                | 600              | 393              | 500              | 658              | 700              | 1,092            | 850              | 1,245            | 900              | 655              | 1,200            | 619            | 1,000            | 83%                 |
| Purchase                               | 100              | 0                | 50               | 127              | 140              | 0                | 50               | 0                | 50               | 0                | 25               | 0              | 25               | 100%                |
| <b>Total Thank you cards</b>           | <b>850</b>       | <b>433</b>       | <b>650</b>       | <b>839</b>       | <b>940</b>       | <b>1,257</b>     | <b>1,150</b>     | <b>1,405</b>     | <b>1,150</b>     | <b>950</b>       | <b>1,575</b>     | <b>729</b>     | <b>1,375</b>     | <b>87%</b>          |
| <b>Other</b>                           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Misc costs                             | 2,500            | 825              | 2,000            | 0                | 800              | 150              | 0                | 14               | 2,000            | 0                | 200              | 0              | 25               | 13%                 |
| Promo T-shirts                         | 300              | 0                | 400              | 230              | 400              | 147              | 270              | 222              | 270              | 76               | 270              | 0              | 150              | 56%                 |
| Other                                  | 0                | 0                | 0                | 0                | 0                | 0                | 400              | 77               | 0                | 0                | 100              | 0              | 100              | 100%                |
| <b>Total Other</b>                     | <b>2,800</b>     | <b>825</b>       | <b>2,400</b>     | <b>230</b>       | <b>1,200</b>     | <b>297</b>       | <b>670</b>       | <b>312</b>       | <b>2,270</b>     | <b>76</b>        | <b>570</b>       | <b>0</b>       | <b>275</b>       | <b>48%</b>          |
| <b>Total Other Fundraising Costs</b>   | <b>3,650</b>     | <b>1,258</b>     | <b>3,050</b>     | <b>1,069</b>     | <b>2,140</b>     | <b>1,554</b>     | <b>1,820</b>     | <b>1,717</b>     | <b>3,420</b>     | <b>1,026</b>     | <b>2,145</b>     | <b>729</b>     | <b>1,650</b>     | <b>77%</b>          |
| <b>Grant</b>                           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| General Support Grants                 | 212,000          | 203,360          | 200,000          | 244,900          | 230,000          | 258,880          | 234,000          | 255,900          | 236,000          | 247,485          | 228,000          | 169,179        | 241,000          | 106%                |
| Multi-year grants                      | 30,000           | 30,000           | 50,000           | 48,000           | 60,000           | 72,000           | 60,000           | 51,000           | 66,000           | 51,000           | 66,000           | 42,000         | 48,000           | 73%                 |
| Technical Assistance Grants            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 8,000            | 1,000          | 8,000            | 100%                |
| Salzman grants                         | 8,000            | 8,000            | 10,000           | 3,000            | 9,000            | 6,000            | 6,000            | 0                | 3,000            | 3,000            | 3,000            | 0              | 3,000            | 100%                |
| NWTRCC donor directed grants           | 4,000            | 5,238            | 4,500            | 2,860            | 4,000            | 0                | 4,000            | 0                | 5,800            | 3,972            | 5,000            | 4,329          | 5,000            | 100%                |
| <b>Total Grant</b>                     | <b>254,000</b>   | <b>246,598</b>   | <b>264,500</b>   | <b>298,760</b>   | <b>303,000</b>   | <b>336,880</b>   | <b>304,000</b>   | <b>306,900</b>   | <b>310,800</b>   | <b>305,457</b>   | <b>310,000</b>   | <b>216,508</b> | <b>305,000</b>   | <b>98%</b>          |
| <b>Grants Program</b>                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Library                                | 200              | 0                | 200              | 0                | 250              | 0                | 125              | 0                | 100              | 0                | 100              | 0              | 100              | 100%                |
| Printing                               | 2,000            | 931              | 1,500            | 337              | 550              | 100              | 400              | 228              | 350              | 2,223            | 350              | 1,649          | 2,500            | 714%                |
| Postage                                | 800              | 293              | 900              | 558              | 600              | 596              | 500              | 605              | 650              | 2,140            | 1,500            | 520            | 2,200            | 147%                |
| Membership dues - organization         | 1,600            | 1,710            | 1,700            | 1,533            | 1,000            | 1,225            | 0                | 1,826            | 1,800            | 567              | 1,800            | 0              | 1,800            | 100%                |
| Supplies                               | 0                | 0                | 0                | 0                | 0                | 0                | 0                | (145)            | 0                | (145)            | 0                | 233            | 0                |                     |
| <b>Total Grants Program</b>            | <b>4,600</b>     | <b>2,934</b>     | <b>4,300</b>     | <b>2,428</b>     | <b>2,400</b>     | <b>1,921</b>     | <b>1,025</b>     | <b>2,514</b>     | <b>2,900</b>     | <b>4,785</b>     | <b>3,750</b>     | <b>2,402</b>   | <b>6,600</b>     | <b>176%</b>         |



**Budget to Actual**  
**FY '00 - FY '06**

|   | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD  | FY '06<br>Budget | 06 / 05 %<br>Budget |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|---------------------|
| <b>Newsletter Costs</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Printing                                  | 23,000           | 22,024           | 24,000           | 19,000           | 25,000           | 21,469           | 25,000           | 27,667           | 25,000           | 22,255           | 16,000           | 13,015         | 16,000           | 100%                |
| Postage                                   | 7,000            | 8,327            | 7,500            | 8,612            | 9,000            | 12,467           | 10,000           | 12,300           | 14,000           | 10,119           | 9,000            | 6,338          | 8,000            | 89%                 |
| Mailhouse                                 | 5,000            | 4,005            | 5,400            | 6,652            | 6,500            | 8,107            | 7,000            | 5,501            | 9,000            | 9,341            | 6,000            | 3,282          | 6,000            | 100%                |
| Consultants                               | 1,200            | 0                | 1,200            | 0                | 1,200            | 0                | 1,200            | 330              | 1,200            | 104              | 500              | 75             | 500              | 100%                |
| Photos and graphics                       | 500              | 580              | 700              | 510              | 700              | 503              | 600              | 421              | 750              | 150              | 500              | 200            | 500              | 100%                |
| Newsletter Costs - Other                  | 0                | 50               | 0                | 0                | 0                | 188              | 0                | 0                | 0                | 0                | 200              | 0              | 200              | 100%                |
| <b>Total Newsletter Costs</b>             | <b>36,700</b>    | <b>34,986</b>    | <b>38,800</b>    | <b>34,774</b>    | <b>42,400</b>    | <b>42,733</b>    | <b>43,800</b>    | <b>46,220</b>    | <b>49,950</b>    | <b>41,969</b>    | <b>32,200</b>    | <b>22,910</b>  | <b>31,200</b>    | <b>97%</b>          |
| <b>Website &amp; Internet</b>             | <b>780</b>       | <b>505</b>       | <b>1,000</b>     | <b>784</b>       | <b>1,000</b>     | <b>617</b>       | <b>700</b>       | <b>992</b>       | <b>1,000</b>     | <b>850</b>       | <b>2,000</b>     | <b>980</b>     | <b>2,000</b>     | <b>100%</b>         |
| <b>Personnel</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Employee Salaries                         | 114,156          | 123,599          | 149,000          | 125,039          | 132,821          | 124,137          | 139,464          | 140,206          | 138,308          | 137,200          | 142,455          | 120,719        | 148,011          | 104%                |
| Payroll Taxes                             | 12,557           | 12,350           | 14,000           | 11,492           | 13,000           | 10,607           | 12,500           | 11,386           | 12,000           | 11,901           | 11,396           | 10,354         | 12,877           | 113%                |
| Pension Plan Match                        | 4,500            | 3,140            | 5,960            | 4,502            | 4,000            | 4,273            | 5,579            | 4,576            | 5,332            | 5,405            | 5,698            | 4,681          | 5,920            | 104%                |
| Health insurance                          | 11,320           | 12,640           | 17,232           | 11,783           | 11,000           | 17,157           | 15,000           | 21,345           | 24,000           | 27,859           | 32,000           | 27,230         | 27,932           | 87%                 |
| Workers compensation                      | 450              | 421              | 450              | 521              | 450              | 480              | 600              | 368              | 600              | 561              | 425              | 209            | 594              | 140%                |
| Staff development                         | 2,500            | 2,345            | 3,000            | 795              | 2,400            | 1,050            | 2,000            | 1,970            | 2,000            | 0                | 2,000            | 1,535          | 2,000            | 100%                |
| Personnel - Other                         | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 500              | 0              | 0                | 0%                  |
| <b>Total Personnel</b>                    | <b>145,483</b>   | <b>154,495</b>   | <b>189,642</b>   | <b>154,132</b>   | <b>163,671</b>   | <b>157,703</b>   | <b>175,143</b>   | <b>179,850</b>   | <b>182,240</b>   | <b>182,925</b>   | <b>194,475</b>   | <b>164,728</b> | <b>197,334</b>   | <b>101%</b>         |
| <b>General and Administrative</b>         |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Supplies                                  | 3,000            | 4,185            | 2,500            | 1,815            | 2,000            | 3,144            | 2,000            | 2,839            | 2,200            | 2,623            | 2,500            | 2,224          | 2,500            | 100%                |
| Printing & copying                        | 2,600            | 466              | 2,600            | 370              | 1,100            | (327)            | 2,200            | 1,982            | 750              | 1,424            | 2,000            | 205            | 1,500            | 75%                 |
| Books, subscriptions, reference           | 300              | 24               | 400              | 157              | 250              | 166              | 200              | 206              | 200              | 1,411            | 300              | 1,374          | 1,500            | 500%                |
| Dues and Fees                             | 0                | 0                | 0                | 0                | 0                | 0                | 1,600            | 0                | 0                | 1,265            | 200              | 71             | 200              | 100%                |
| Telephone                                 | 4,000            | 2,988            | 3,000            | 3,727            | 3,500            | 2,567            | 3,600            | 2,434            | 3,000            | 2,475            | 3,200            | 2,819          | 3,200            | 100%                |
| Minor office equipment                    | 5,000            | 5,434            | 5,000            | 238              | 5,000            | 1,026            | 2,500            | 1,112            | 3,500            | 225              | 2,250            | 898            | 1,500            | 67%                 |
| Postage, shipping, delivery               |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Meter Rental                              | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 344            | 450              |                     |
| UPS                                       | 100              | 0                | 100              | 0                | 100              | 50               | 100              | 569              | 50               | 0                | 100              | 17             | 100              | 100%                |
| US Post Office                            | 1,600            | 961              | 1,700            | 499              | 1,700            | 1,886            | 1,800            | 1,088            | 2,200            | 1,599            | 2,500            | 1,882          | 1,600            | 64%                 |
| Postage Due/BRE envelopes                 | 700              | 245              | 1,000            | 1,112            | 1,800            | 2,025            | 1,800            | 0                | 2,500            | 1,480            | 2,600            | 1,267          | 2,700            | 104%                |
| <b>Total Postage, shipping, delivery</b>  | <b>2,400</b>     | <b>1,206</b>     | <b>2,800</b>     | <b>1,611</b>     | <b>3,600</b>     | <b>3,961</b>     | <b>3,700</b>     | <b>1,658</b>     | <b>4,750</b>     | <b>3,079</b>     | <b>5,200</b>     | <b>3,510</b>   | <b>4,850</b>     | <b>93%</b>          |
| <b>Professional Fees</b>                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Temporary help                            | 4,750            | 4,297            | 2,000            | 4,289            | 5,000            | 3,452            | 5,000            | 0                | 5,000            | 2,952            | 7,500            | 3,904          | 5,500            | 73%                 |
| Accounting                                | 7,500            | 6,738            | 0                | 9,094            | 8,000            | 8,453            | 8,500            | 11,325           | 10,000           | 14,600           | 11,000           | 10,725         | 12,500           | 114%                |
| Consultants                               | 800              | 0                | 3,500            | 0                | 2,000            | 0                | 1,000            | 6,985            | 500              | 0                | 3,000            | 0              | 1,500            | 50%                 |
| Brokerage fees                            | 60               | 92               | 8,000            | 0                | 0                | 0                | 0                | 563              | 100              | 494              | 600              | 258            | 600              | 100%                |
| <b>Total Professional Fees</b>            | <b>13,110</b>    | <b>11,127</b>    | <b>13,500</b>    | <b>13,383</b>    | <b>15,000</b>    | <b>11,905</b>    | <b>14,500</b>    | <b>18,873</b>    | <b>15,600</b>    | <b>18,047</b>    | <b>22,100</b>    | <b>14,887</b>  | <b>20,100</b>    | <b>91%</b>          |
| <b>Equipment Rental &amp; Maintenance</b> |                  | 0                |                  | 0                |                  | 0                |                  | 1,200            | 0                | 1,347            | 1,400            | 1,001          | 1,500            | 107%                |
| <b>Insurance</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Liability                                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,872            | 757              | 675              | 2,000            | 855            | 2,000            | 100%                |
| Directors and Officers                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 556              | 89               | 2,225            | 2,225            | 1,854          | 2,225            | 100%                |
| Computer                                  | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 87               | 1,000            | 85               | 89               | 0              | 89               | 100%                |
| Property                                  | 1,500            | 1,468            | 2,000            | 1,086            | 2,500            | 0                | 2,200            | 0                | 2,100            | 610              | 1,000            | 476            | 1,000            | 100%                |
| <b>Total Insurance</b>                    | <b>1,500</b>     | <b>1,468</b>     | <b>2,000</b>     | <b>1,086</b>     | <b>2,500</b>     | <b>1,439</b>     | <b>2,200</b>     | <b>2,515</b>     | <b>3,946</b>     | <b>3,595</b>     | <b>5,314</b>     | <b>3,185</b>   | <b>5,314</b>     | <b>100%</b>         |
| <b>Advertising and Outreach</b>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                |                  |                     |
| Brochure                                  | 7,500            | 0                | 0                | 1,000            | 8,500            | 4,141            | 5,000            | 0                | 4,000            | 0                | 0                | 0              | 1,000            |                     |
| Advertising                               | 4,700            | 2,638            | 4,500            | 1,635            | 3,700            | 1,635            | 3,000            | 2,925            | 2,000            | 2,055            | 1,500            | 1,600          | 1,500            | 100%                |
| <b>Total Advertising and Outreach</b>     | <b>12,200</b>    | <b>2,638</b>     | <b>4,500</b>     | <b>2,635</b>     | <b>12,200</b>    | <b>5,776</b>     | <b>8,000</b>     | <b>2,925</b>     | <b>6,000</b>     | <b>2,055</b>     | <b>1,500</b>     | <b>1,600</b>   | <b>2,500</b>     | <b>167%</b>         |



**Budget to Actual**  
**FY '00 - FY '06**

|   | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD    | FY '06<br>Budget | 06 / 05 %<br>Budget |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
| <b>Occupancy expenses</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |
| Rent  | 9,750            | 26,125           | 27,000           | 25,444           | 30,000           | 31,308           | 32,495           | 32,494           | 33,713           | 33,713           | 35,254           | 32,173           | 39,150           | 111%                |
| Repairs and maintenance                     | 750              | 223              | 400              | 1,883            | 400              | 782              | 300              | 1,718            | 1,500            | 420              | 600              | 145              | 600              | 100%                |
| Utilities                                   | 4,000            | 2,031            | 3,500            | 3,462            | 4,000            | 2,916            | 4,000            | 2,902            | 3,500            | 2,390            | 3,500            | 2,692            | 3,500            | 100%                |
| Real Estate Taxes                           | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 800              |                     |
| Sub lease (rent)                            | 0                | (12,500)         | (13,500)         | (10,000)         | (14,184)         | (14,184)         | (13,010)         | (13,010)         | (13,485)         | (13,879)         | (14,102)         | (12,185)         | (16,200)         | 115%                |
| Sub lease (utilities)                       | 0                | (1,103)          | (1,500)          | (1,824)          | (2,816)          |                  | (1,590)          | (2,435)          | (1,940)          | (1,119)          | (1,400)          | (870)            | (1,400)          | 100%                |
| <b>Total Occupancy expenses</b>             | <b>14,500</b>    | <b>14,776</b>    | <b>15,900</b>    | <b>18,965</b>    | <b>17,400</b>    | <b>20,821</b>    | <b>22,195</b>    | <b>21,670</b>    | <b>23,288</b>    | <b>21,524</b>    | <b>23,852</b>    | <b>21,955</b>    | <b>26,450</b>    | <b>111%</b>         |
| <b>Travel &amp; meetings expenses</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |
| Conference, convention, meeting             | 1,000            | 383              | 1,000            | 393              | 500              | 462              | 400              | 904              | 600              | 50               | 750              | 55               | 750              | 100%                |
| Meals, food                                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 600              | 339              | 600              | 237              | 600              | 100%                |
| Travel                                      | 250              | 1,018            | 1,200            | 10               | 1,200            | 12               | 50               | 2,466            | 3,000            | 201              | 3,000            | 532              | 1,800            | 60%                 |
| <b>Total Travel &amp; meetings expenses</b> | <b>1,250</b>     | <b>1,401</b>     | <b>2,200</b>     | <b>403</b>       | <b>1,700</b>     | <b>474</b>       | <b>450</b>       | <b>3,370</b>     | <b>4,200</b>     | <b>590</b>       | <b>4,350</b>     | <b>824</b>       | <b>3,150</b>     | <b>72%</b>          |
| <b>Total General and Administrative</b>     | <b>59,860</b>    | <b>45,713</b>    | <b>54,400</b>    | <b>44,390</b>    | <b>64,250</b>    | <b>50,951</b>    | <b>63,145</b>    | <b>60,781</b>    | <b>67,434</b>    | <b>59,658</b>    | <b>74,166</b>    | <b>54,553</b>    | <b>74,264</b>    | <b>100%</b>         |
| <b>Misc expenses</b>                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |
| Depreciation & amortization exp             | 4,000            | 0                | 4,000            | 5,349            | 0                | 4,457            | 0                | 2,450            | 5,500            | 2,425            | 3,000            | 0                | 2,400            | 80%                 |
| Bank & credit card fees                     | 30               | 90               | 1,250            | 75               | 1,000            | 998              | 125              | 1,325            | 2,000            | 1,749            | 2,000            | 1,621            | 2,000            | 100%                |
| <b>Interest Expense</b>                     |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |
| Finance Charges                             | 0                | 50               | 50               | 0                | 0                | 0                | 50               | 0                | 0                | 78               | 0                | 22               | 50               |                     |
| Late Fees                                   | 0                | 0                | 0                | 0                | 50               | 0                | 0                | 0                | 0                | 73               | 150              | 102              | 100              | 67%                 |
| <b>Total Interest Expense</b>               | <b>0</b>         | <b>50</b>        | <b>50</b>        | <b>0</b>         | <b>50</b>        | <b>0</b>         | <b>50</b>        | <b>0</b>         | <b>0</b>         | <b>151</b>       | <b>150</b>       | <b>124</b>       | <b>150</b>       | <b>100%</b>         |
| Taxes                                       | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,065            | 275              | 275              | 1,100            | 275              |                  |                     |
| Tax penalties and interest                  | 180              | 0                | 125              | 0                | 125              | 0                | 50               | 30               | 50               | 0                | 50               | 35               | 50               | 100%                |
| Misc expenses - Other                       | 100              | 165              | 100              | 239              | 100              | 47               | 100              | (9)              | 250              | 0                | 250              | 0                | 100              | 40%                 |
| <b>Misc expenses</b>                        | <b>4,310</b>     | <b>305</b>       | <b>5,525</b>     | <b>5,663</b>     | <b>1,275</b>     | <b>5,502</b>     | <b>325</b>       | <b>4,860</b>     | <b>7,800</b>     | <b>4,600</b>     | <b>6,550</b>     | <b>2,055</b>     | <b>4,700</b>     | <b>72%</b>          |
| <b>Board Expense</b>                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |
| Copying                                     | 1,850            | 1,834            | 2,000            | 2,409            | 2,500            | 3,233            | 2,700            | 2,703            | 3,000            | 557              | 3,200            | 55               | 250              | 8%                  |
| Postage                                     | 1,000            | 501              | 1,000            | 489              | 700              | 1,098            | 1,000            | 996              | 1,500            | 406              | 1,500            | 51               | 200              | 13%                 |
| Travel                                      | 1,800            | 2,049            | 2,000            | 2,779            | 2,500            | 2,946            | 1,500            | 1,139            | 3,000            | 2,076            | 2,500            | 1,589            | 2,500            | 100%                |
| Food  | 500              | 603              | 600              | 1,570            | 800              | 1,487            | 1,200            | 442              | 1,500            | 787              | 1,500            | 298              | 800              | 53%                 |
| Outreach                                    | 100              | 127              | 150              | 0                | 150              | 0                | 0                | 0                | 100              | 0                | 100              | 0                | 100              | 100%                |
| Other                                       | 1,000            | 0                | 500              | 925              | 2,000            | 56               | 0                | 357              | 1,500            | 0                | 1,500            | 0                | 1,500            | 100%                |
| <b>Total Board Expense</b>                  | <b>6,250</b>     | <b>5,114</b>     | <b>6,250</b>     | <b>8,172</b>     | <b>8,650</b>     | <b>8,821</b>     | <b>6,400</b>     | <b>5,637</b>     | <b>10,600</b>    | <b>3,826</b>     | <b>10,300</b>    | <b>1,993</b>     | <b>5,350</b>     | <b>52%</b>          |
| <b>Total Expense</b>                        | <b>566,133</b>   | <b>534,665</b>   | <b>629,877</b>   | <b>619,915</b>   | <b>652,886</b>   | <b>662,727</b>   | <b>664,958</b>   | <b>672,013</b>   | <b>704,844</b>   | <b>669,406</b>   | <b>701,186</b>   | <b>514,854</b>   | <b>694,798</b>   | <b>99%</b>          |
| <b>Net Ordinary Income</b>                  | <b>(48,283)</b>  | <b>(16,967)</b>  | <b>(83,062)</b>  | <b>(14,710)</b>  | <b>(16,001)</b>  | <b>(71,030)</b>  | <b>(19,808)</b>  | <b>(79,579)</b>  | <b>(28,844)</b>  | <b>(49,137)</b>  | <b>(1,831)</b>   | <b>(157,980)</b> | <b>(13,513)</b>  | <b>738%</b>         |



## Finance Narrative to accompany the Resist Balance Sheet and Board Report (1/1/05- 10/31/05)

### Big Picture:

(refer to Balance Sheet- A)

#### Assets:

Current total assets are approximately \$12,806 less than FY04 year-to-date.

### 10 Month Income and Expense levels (Month End October 31, 2005) (FY 2005 compared to Budget: refer to Board Report - B):

The current **net loss** is about \$158,000. **Income is down** approximately \$70,686 and **expenses are down** approximately \$85,373 in relation to budgeted amounts. As a result, **net loss** (expenses over income) is approximately \$15,186 less than the budgeted loss of \$172, 000 for this period of time.

#### Revenue:

2005 Y-T-D revenue is *down about \$70,686* in comparison to Y-T-D budget figures (\$356,874 v. \$427,560). This difference in relation to the budget is made up of the following factors:

|  |                   |
|--|-------------------|
| - Internal Mailing Contributions are up: |                   |
| - Pledge Income is up                    | \$8,209           |
| - Newsletter Income is down              | (\$4,505)         |
| - ABC Income is up                       | \$2,232           |
|  | <u>\$5,936</u>    |
| - Prospect Income is down                | (\$4,078)         |
| - Special Contributions are down         |                   |
| Donor Directed contributions are down*   | (\$13,067)        |
| Unsolicited Contributions are down**     | (\$48,729)        |
| Matching Grants are up                   | \$ 609            |
| Stock Contributions are up about         | \$ 9,338          |
| Board Fundraising is down***             | (\$ 9,199)        |
|  | <u>(\$60,978)</u> |
| - Other Revenue is up                    | \$ 400            |
| - Unrealized Gain (loss) is down         | (\$11,207)        |
| <br>                                     |                   |
| <u>Losses: Total:</u>                    | <u>(\$90,785)</u> |
| <u>Gains: Total:</u>                     | <u>\$20,788</u>   |

\* Donor Directed contributions include a decrease of \$2,500 from one donor, \$3,500 from one donor who gave individually in 2005. Donor Directed income is approximately \$6,003 more than FY04 YTD.

\*\* Unsolicited Contributions. Unsolicited Contributions are \$52,950 less than FY04 YTD when \$34,150 was received in estate distributions.

\*\*\* Board Fundraising includes \$20,000 to be raised by the Board and Advisory Board.



## Expenses:

Total expenses 2005 Y-T-D are about \$85,373 *under* budget.

**Over-budget amount:**                \$6,404

|                              |          |
|------------------------------|----------|
| - ABC costs*                 | \$ 3,321 |
| - Personnel/Health Insurance | \$ 3,083 |

**Under-budget amount:**                (\$91,776)

|                                |            |
|--------------------------------|------------|
| Pledge costs                   | (\$ 1,715) |
| Prospect Mailing**             | (\$ 8,279) |
| Other fundraising costs        | (\$ 975)   |
| Grants***                      | (\$57,359) |
| Grants Program                 | (\$ 723)   |
| Newsletter Costs               | (\$ 3,756) |
| Web Site / Internet Costs      | (\$ 687)   |
| General and Administrative**** | (\$ 9,204) |
| Misc. expenses                 | (\$ 2,487) |
| Board expenses*****            | (\$ 6,591) |

\* ABC Costs reflect an additional \$3,095 for consultant services that was not budgeted.

\*\* Prospect Mailing costs reflect \$8,279 of printing, mail house and consultant fees incurred but not paid

\*\*\* Grants costs reflect the decision to combine October and December grant cycles- no grants paid out in December

\*\*\*\* General and Administrative costs reflect underspending of \$2,500 for temporary help and \$2,000 for travel costs.

\*\*\*\*\*Board Expenses reflect the shifting of expenditures for printing and postage to the grant program



**RESIST, INC.**  
**Balance Sheet**  
As of October 31, 2005

|  | <u>Oct 31, 05</u>        | <u>Oct 31, 04</u>        |
|--|--------------------------|--------------------------|
| <b>ASSETS</b>                          |                          |                          |
| <b>Current Assets</b>                  |                          |                          |
| <b>Checking/Savings</b>                |                          |                          |
| Wainwright Bank Checking               | 14,843.81                | 2,984.18                 |
| Petty cash                             | 50.00                    | 50.00                    |
| <b>Total Checking/Savings</b>          | <u>14,893.81</u>         | <u>3,034.18</u>          |
| <b>Other Current Assets</b>            |                          |                          |
| Investments                            | 135,290.46               | 160,860.06               |
| Inventory T-shirts                     | 4,802.62                 | 666.96                   |
| Prepaid expenses                       | 2,934.30                 | 3,740.84                 |
| <b>Total Other Current Assets</b>      | <u>143,027.38</u>        | <u>165,267.86</u>        |
| <b>Total Current Assets</b>            | 157,921.19               | 168,302.04               |
| <b>Fixed Assets</b>                    |                          |                          |
| Leasehold improvements                 | 15,064.68                | 15,064.68                |
| Accum depr leasehold imp               | (9,430.51)               | (7,924.04)               |
| Furniture, fixtures, & equip           | 16,310.03                | 36,130.38                |
| Accum depr of furn & fix               | (13,717.00)              | (32,619.04)              |
| <b>Total Fixed Assets</b>              | <u>8,227.20</u>          | <u>10,651.98</u>         |
| <b>Other Assets</b>                    |                          |                          |
| Deposits                               | 2,230.00                 | 2,230.00                 |
| <b>Total Other Assets</b>              | <u>2,230.00</u>          | <u>2,230.00</u>          |
| <b>TOTAL ASSETS</b>                    | <u><u>168,378.39</u></u> | <u><u>181,184.02</u></u> |
| <b>LIABILITIES &amp; EQUITY</b>        |                          |                          |
| <b>Liabilities</b>                     |                          |                          |
| <b>Current Liabilities</b>             |                          |                          |
| <b>Accounts Payable</b>                |                          |                          |
| Accounts payable                       | (1,476.78)               | 306.57                   |
| Grants payable                         | 54,000.00                | 0.00                     |
| <b>Total Accounts Payable</b>          | <u>52,523.22</u>         | <u>306.57</u>            |
| <b>Other Current Liabilities</b>       |                          |                          |
| Payroll Liabilities                    | 3,549.96                 | 3,583.49                 |
| Accrued payroll and taxes              | 12,758.80                | 17,938.59                |
| Accrued expenses - other               | 620.52                   | 0.00                     |
| Security deposits held                 | 1,750.00                 | 1,750.00                 |
| <b>Total Other Current Liabilities</b> | <u>18,679.28</u>         | <u>23,272.08</u>         |
| <b>Total Current Liabilities</b>       | <u>71,202.50</u>         | <u>23,578.65</u>         |
| <b>Total Liabilities</b>               | 71,202.50                | 23,578.65                |
| <b>Equity</b>                          |                          |                          |
| Fund balance general                   | 254,649.73               | 301,176.21               |
| Net Income                             | (157,473.84)             | (143,570.84)             |
| <b>Total Equity</b>                    | <u>97,175.89</u>         | <u>157,605.37</u>        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>  | <u><u>168,378.39</u></u> | <u><u>181,184.02</u></u> |



**RESIST, INC.**  
**Balance Sheet**  
As of October 31, 2005

|                                | <u>Oct 31, 05</u>        | <u>Oct 31, 04</u>        |
|--------------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                  |                          |                          |
| <b>Current Assets</b>          |                          |                          |
| Checking/Savings               |                          |                          |
| Wainwright Bank Checking       | 14,843.81                | 2,984.18                 |
| Petty cash                     | 50.00                    | 50.00                    |
| Total Checking/Savings         | <u>14,893.81</u>         | <u>3,034.18</u>          |
| Other Current Assets           |                          |                          |
| Investments                    |                          |                          |
| Resist Endowment               |                          |                          |
| NB Socially Responsive         | 16,611.33                | 15,428.94                |
| Calvert Social Investment      | 65,548.60                | 63,038.68                |
| Schwab Endowment               | 73.09                    | 2,063.13                 |
| Total Resist Endowment         | <u>82,233.02</u>         | <u>80,530.75</u>         |
| Operating Fund                 |                          |                          |
| Cash & Money Market Funds      | 1,398.51                 | 1,391.34                 |
| Total Operating Fund           | <u>1,398.51</u>          | <u>1,391.34</u>          |
| Loan Fund                      | 12,122.97                | 14,134.89                |
| Investment Fund                |                          |                          |
| NB Socially Responsive         | 495.88                   | 0.00                     |
| Women's Equity Mutual Fund     | 4,017.27                 | 18,086.70                |
| Calvert Social Investment Fund | 4,426.98                 | 16,788.84                |
| Cash & Money Market Fund       | 818.49                   | 2,174.09                 |
| Total Investment Fund          | <u>9,758.62</u>          | <u>37,049.63</u>         |
| Holmes Memorial                |                          |                          |
| Domini Social Equity Fund      | 7,403.91                 | 6,950.02                 |
| Cash & Money Market Funds      | 7,582.92                 | 7,238.97                 |
| Total Holmes Memorial          | <u>14,986.83</u>         | <u>14,188.99</u>         |
| Cohen Memorial                 |                          |                          |
| Cash & Money Market Funds      | 7.03                     | 7.03                     |
| Domini Social Equity Fund      | 9,474.17                 | 8,716.85                 |
| Total Cohen Memorial           | <u>9,481.20</u>          | <u>8,723.88</u>          |
| Calvert Social Inv Balanced    | <u>5,309.31</u>          | <u>4,840.58</u>          |
| Total Investments              | 135,290.46               | 160,860.06               |
| Inventory T-shirts             | 4,802.62                 | 666.96                   |
| Prepaid expenses               |                          |                          |
| Liability Insurance            | 2,039.58                 | 2,228.80                 |
| Other                          | 0.00                     | 133.42                   |
| Postage                        | 163.94                   | 942.36                   |
| Property Insurance             | 320.78                   | 242.88                   |
| Worker's Comp                  | 410.00                   | 193.38                   |
| Total Prepaid expenses         | <u>2,934.30</u>          | <u>3,740.84</u>          |
| Total Other Current Assets     | <u>143,027.38</u>        | <u>165,267.86</u>        |
| Total Current Assets           | 157,921.19               | 168,302.04               |
| <b>Fixed Assets</b>            |                          |                          |
| Leasehold improvements         | 15,064.68                | 15,064.68                |
| Accum depr leasehold imp       | (9,430.51)               | (7,924.04)               |
| Furniture, fixtures, & equip   | 16,310.03                | 36,130.38                |
| Accum depr of furn & fix       | (13,717.00)              | (32,619.04)              |
| Total Fixed Assets             | <u>8,227.20</u>          | <u>10,651.98</u>         |
| <b>Other Assets</b>            |                          |                          |
| Deposits                       | 2,230.00                 | 2,230.00                 |
| Total Other Assets             | <u>2,230.00</u>          | <u>2,230.00</u>          |
| <b>TOTAL ASSETS</b>            | <u><u>168,378.39</u></u> | <u><u>181,184.02</u></u> |



**RESIST, INC.**  
**Balance Sheet**  
As of October 31, 2005

|  | <u>Oct 31, 05</u>        | <u>Oct 31, 04</u>        |
|--|--------------------------|--------------------------|
| <b>LIABILITIES &amp; EQUITY</b>        |                          |                          |
| <b>Liabilities</b>                     |                          |                          |
| <b>Current Liabilities</b>             |                          |                          |
| <b>Accounts Payable</b>                |                          |                          |
| Accounts payable                       | (1,476.78)               | 306.57                   |
| Grants payable                         | 54,000.00                | 0.00                     |
| <b>Total Accounts Payable</b>          | <u>52,523.22</u>         | <u>306.57</u>            |
| <b>Other Current Liabilities</b>       |                          |                          |
| <b>Payroll Liabilities</b>             |                          |                          |
| FICA withheld                          | 674.95                   | 677.89                   |
| Medicare withheld                      | 157.85                   | 158.53                   |
| Federal withholding                    | 1,284.00                 | 1,220.00                 |
| MA withholding                         | 482.84                   | 475.23                   |
| 403 (b) deferred comp                  | 514.88                   | 628.24                   |
| 403(b) defined                         | 435.44                   | 423.60                   |
| <b>Total Payroll Liabilities</b>       | <u>3,549.96</u>          | <u>3,583.49</u>          |
| <b>Accrued payroll and taxes</b>       |                          |                          |
| 403 (b) employer match                 | 435.44                   | 423.60                   |
| FICA ER                                | 674.95                   | 677.89                   |
| Medicare ER                            | 157.85                   | 158.53                   |
| MA unemployment                        | (35.60)                  | (27.65)                  |
| Accrued paid leave                     | 11,526.16                | 16,706.22                |
| <b>Total Accrued payroll and taxes</b> | <u>12,758.80</u>         | <u>17,938.59</u>         |
| <b>Accrued expenses - other</b>        | 620.52                   | 0.00                     |
| <b>Security deposits held</b>          | <u>1,750.00</u>          | <u>1,750.00</u>          |
| <b>Total Other Current Liabilities</b> | <u>18,679.28</u>         | <u>23,272.08</u>         |
| <b>Total Current Liabilities</b>       | <u>71,202.50</u>         | <u>23,578.65</u>         |
| <b>Total Liabilities</b>               | 71,202.50                | 23,578.65                |
| <b>Equity</b>                          |                          |                          |
| Fund balance general                   | 254,649.73               | 301,176.21               |
| Net Income                             | (157,473.84)             | (143,570.84)             |
| <b>Total Equity</b>                    | <u>97,175.89</u>         | <u>157,605.37</u>        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>  | <u><u>168,378.39</u></u> | <u><u>181,184.02</u></u> |



**RESIST, INC.**  
**Profit & Loss Budget Performance**  
October 2005

|                                | <u>Oct 05</u>          | <u>Budget</u>             | <u>Oct 04</u>             | <u>Jan - Oct 05</u>        | <u>YTD Budget</u>          | <u>Jan - Oct 04</u>        | <u>Annual Budget</u>     |
|--------------------------------|------------------------|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|--------------------------|
| <b>Ordinary Income/Expense</b> |                        |                           |                           |                            |                            |                            |                          |
| <b>Income</b>                  |                        |                           |                           |                            |                            |                            |                          |
| Internal Mailings              | 23,293.10              | 21,240.00                 | 17,949.50                 | 232,376.07                 | 226,440.00                 | 218,420.51                 | 360,000.00               |
| Prospecting                    | 230.00                 | 2,360.00                  | 170.00                    | 21,081.65                  | 25,160.00                  | 15,192.57                  | 40,000.00                |
| Other Revenue                  | 2,312.77               | 497.08                    | 2.09                      | 5,669.30                   | 5,299.32                   | 1,942.86                   | 8,425.00                 |
| Special contributions          | 15,926.20              | 12,505.00                 | 17,618.51                 | 93,933.44                  | 154,980.00                 | 116,234.58                 | 266,000.00               |
| Investment Income              | 259.26                 | 273.17                    | 182.24                    | 2,623.93                   | 2,912.27                   | 2,040.01                   | 4,630.00                 |
| Realized gain or loss          | 21.60                  |                           | 0.00                      | (54.78)                    |                            | 0.00                       |                          |
| Unrealized gain (loss)         | (952.21)               | 1,153.45                  | 649.28                    | 1,090.35                   | 12,296.95                  | 3,780.11                   | 19,550.00                |
| Miscellaneous revenue          | 0.00                   | 5.90                      | 0.00                      | 4.00                       | 62.90                      | 36.10                      | 100.00                   |
| Restricted Funds               | 0.00                   | 38.35                     | 0.00                      | 150.00                     | 408.85                     | 150.00                     | 650.00                   |
| <b>Total Income</b>            | <u>41,090.72</u>       | <u>38,072.95</u>          | <u>36,571.62</u>          | <u>356,873.96</u>          | <u>427,560.29</u>          | <u>357,796.74</u>          | <u>699,355.00</u>        |
| <b>Expense</b>                 |                        |                           |                           |                            |                            |                            |                          |
| Internal Mailing Costs         | 615.59                 | 1,575.00                  | 239.95                    | 17,356.45                  | 15,750.00                  | 9,228.01                   | 18,900.00                |
| Prospecting Mailing Costs      | 6,949.18               | 3,891.66                  | 11,931.44                 | 30,637.26                  | 38,916.68                  | 41,744.44                  | 46,700.00                |
| Other Fundraising Costs        | 43.15                  | 170.42                    | 33.30                     | 728.73                     | 1,704.16                   | 649.18                     | 2,045.00                 |
| Grant                          | 5,158.00               | 59,316.67                 | 41,500.00                 | 216,507.77                 | 273,866.66                 | 197,484.65                 | 315,000.00               |
| Grants Program                 | 17.06                  | 312.50                    | 219.84                    | 2,401.53                   | 3,125.00                   | 4,152.43                   | 3,750.00                 |
| Newsletter Costs               | 2,677.60               | 2,666.67                  | 3,203.70                  | 22,910.73                  | 26,666.66                  | 38,044.98                  | 32,000.00                |
| Website & Internet             | 96.23                  | 166.67                    | 74.91                     | 979.51                     | 1,666.66                   | 702.11                     | 2,000.00                 |
| Personnel                      | 14,736.75              | 16,164.51                 | 14,450.95                 | 164,728.12                 | 161,644.98                 | 149,696.31                 | 193,974.00               |
| General and Administrative     | 5,903.19               | 5,755.51                  | 2,127.18                  | 54,551.21                  | 63,754.98                  | 54,358.29                  | 75,266.00                |
| Misc expenses                  | 185.18                 | 454.17                    | 139.77                    | 2,054.29                   | 4,541.66                   | 1,898.46                   | 5,450.00                 |
| Board Expense                  | 352.20                 | 858.33                    | 626.99                    | 1,992.26                   | 8,583.34                   | 3,258.72                   | 10,300.00                |
| <b>Total Expense</b>           | <u>36,734.13</u>       | <u>91,332.11</u>          | <u>74,548.03</u>          | <u>514,847.86</u>          | <u>600,220.78</u>          | <u>501,217.58</u>          | <u>705,385.00</u>        |
| <b>Net Ordinary Income</b>     | <u>4,356.59</u>        | <u>(53,259.16)</u>        | <u>(37,976.41)</u>        | <u>(157,973.90)</u>        | <u>(172,660.49)</u>        | <u>(143,420.84)</u>        | <u>(6,030.00)</u>        |
| <b>Other Income/Expense</b>    |                        |                           |                           |                            |                            |                            |                          |
| Other Expense                  |                        |                           |                           |                            |                            |                            |                          |
| Suspense                       | 0.00                   |                           | 0.00                      | (500.06)                   |                            | 150.00                     |                          |
| <b>Total Other Expense</b>     | <u>0.00</u>            |                           | <u>0.00</u>               | <u>(500.06)</u>            |                            | <u>150.00</u>              |                          |
| <b>Net Other Income</b>        | <u>0.00</u>            |                           | <u>0.00</u>               | <u>500.06</u>              |                            | <u>(150.00)</u>            |                          |
| <b>Net Income</b>              | <u><u>4,356.59</u></u> | <u><u>(53,259.16)</u></u> | <u><u>(37,976.41)</u></u> | <u><u>(157,473.84)</u></u> | <u><u>(172,660.49)</u></u> | <u><u>(143,570.84)</u></u> | <u><u>(6,030.00)</u></u> |



RES, INC.  
Profit & Loss Budget Performance

October 2005

|                                | Oct 05    | Budget    | Oct 04    | Jan - Oct 05 | YTD Budget | Jan - Oct 04 | Annual Budget |
|--------------------------------|-----------|-----------|-----------|--------------|------------|--------------|---------------|
| Ordinary Income/Expense        |           |           |           |              |            |              |               |
| Income                         |           |           |           |              |            |              |               |
| Internal Mailings              |           |           |           |              |            |              |               |
| Pledges                        | 9,173.10  | 8,850.00  | 8,541.50  | 102,559.41   | 94,350.00  | 104,629.13   | 150,000.00    |
| Newsletter                     | 2,732.00  | 3,835.00  | 2,685.00  | 36,379.78    | 40,885.00  | 29,964.50    | 65,000.00     |
| ABC/House mailings             | 11,388.00 | 8,555.00  | 6,723.00  | 93,436.88    | 91,205.00  | 83,826.88    | 145,000.00    |
| Total Internal Mailings        | 23,293.10 | 21,240.00 | 17,949.50 | 232,376.07   | 226,440.00 | 218,420.51   | 360,000.00    |
| Prospecting                    | 230.00    | 2,360.00  | 170.00    | 21,081.65    | 25,160.00  | 15,192.57    | 40,000.00     |
| Other Revenue                  |           |           |           |              |            |              |               |
| Fiscal sponsorship fees        | 158.77    | 13.28     | 0.00      | 275.52       | 141.52     | 168.81       | 225.00        |
| List Sales - names in the news | 0.00      | 29.50     | 0.00      | 0.00         | 314.50     | 630.00       | 500.00        |
| Royalties                      | 0.00      | 11.80     | 2.09      | 599.53       | 125.80     | 779.05       | 200.00        |
| T-shirt sales                  | 46.00     | 147.50    | 0.00      | 468.00       | 1,572.50   | 270.00       | 2,500.00      |
| T-shirt expense                | 0.00      | (59.00)   | 0.00      | 0.00         | (629.00)   | 0.00         | (1,000.00)    |
| NWTRCC                         | 2,108.00  | 354.00    | 0.00      | 4,326.25     | 3,774.00   | 95.00        | 6,000.00      |
| Total Other Revenue            | 2,312.77  | 497.08    | 2.09      | 5,669.30     | 5,299.32   | 1,942.86     | 8,425.00      |
| Special contributions          |           |           |           |              |            |              |               |
| Board Fundraising              | 165.00    |           |           | 3,696.00     | 12,894.50  |              |               |
| Donor Directed Grants          | 15,750.00 | 4,184.00  | 4,593.51  | 36,896.78    | 49,965.00  | 30,984.14    | 100,000.00    |
| Matching Grants                | 0.00      | 29.50     | 25.00     | 925.00       | 314.50     | 325.00       | 500.00        |
| Unsolicited                    | 0.00      | 7,080.00  | 13,000.00 | 26,751.32    | 75,480.00  | 73,967.60    | 120,000.00    |
| Stocks                         | 11.20     | 2.00      | 0.00      | 25,664.34    | 16,326.00  | 10,957.84    | 25,000.00     |
| Special contributions - Other  | 0.00      | 1,209.50  | 0.00      | 0.00         | 0.00       | 0.00         | 20,500.00     |
| Total Special contributions    | 15,926.20 | 12,505.00 | 17,618.51 | 93,933.44    | 154,980.00 | 116,234.58   | 266,000.00    |
| Investment Income              |           |           |           |              |            |              |               |
| Bank Interest                  | 3.76      | 11.80     | 2.88      | 79.62        | 125.80     | 80.90        | 200.00        |
| Calvert Balanced               | 0.00      | 4.13      | 0.00      | 16.24        | 44.03      | 62.49        | 70.00         |
| Domini Social Investment       | 0.00      | 8.85      | 0.00      | 89.89        | 94.35      | 60.09        | 150.00        |
| Calvert Bond                   | 194.76    | 236.00    | 164.72    | 1,699.97     | 2,516.00   | 1,660.79     | 4,000.00      |
| Schwab One Accounts            | 36.39     | 11.80     | 14.64     | 317.78       | 125.80     | 139.73       | 200.00        |
| Dividends and interest         | 24.35     | 0.59      | 0.00      | 420.43       | 6.29       | 36.01        | 10.00         |
| Total Investment Income        | 259.26    | 273.17    | 182.24    | 2,623.93     | 2,912.27   | 2,040.01     | 4,630.00      |
| Realized gain or loss          | 21.60     |           |           | (54.78)      |            |              |               |
| Unrealized gain (loss)         |           |           |           |              |            |              |               |
| Citizens Index                 | 0.00      | 206.50    | (7.98)    | 0.00         | 2,201.50   | (207.49)     | 3,500.00      |
| Womens Equity Fund             | 25.44     | 147.50    | (19.29)   | (202.55)     | 1,572.50   | 820.99       | 2,500.00      |
| Domini Social Investment       | (40.67)   | 147.50    | 45.12     | 513.73       | 1,572.50   | (8.26)       | 2,500.00      |
| Calvert Balanced               | (35.75)   | 88.50     | (43.85)   | 257.50       | 943.50     | 70.37        | 1,500.00      |
| Sun Microsystems               | 0.00      | 2.95      | (19.82)   | 0.00         | 31.45      | (26.12)      | 50.00         |
| Neuberger Berman               | (371.89)  | 147.50    | 451.62    | (6.73)       | 1,572.50   | 799.58       | 2,500.00      |
| Calvert Bond                   | (529.34)  | 413.00    | 243.48    | 528.40       | 4,403.00   | 2,331.04     | 7,000.00      |
| Total Unrealized gain (loss)   | (952.21)  | 1,153.45  | 649.28    | 1,090.35     | 12,296.95  | 3,780.11     | 19,550.00     |
| Miscellaneous revenue          | 0.00      | 5.90      | 0.00      | 4.00         | 62.90      | 36.10        | 100.00        |
| Restricted Funds               | 0.00      | 38.35     | 0.00      | 150.00       | 408.85     | 150.00       | 650.00        |
| Total Income                   | 41,090.72 | 38,072.95 | 36,571.62 | 356,873.96   | 427,560.29 | 357,796.74   | 699,355.00    |



RES, INC.  
Profit & Loss Budget Performance

October 2005

| Expense                                | Oct 05          | Budget           | Oct 04           | Jan - Oct 05      | YTD Budget        | Jan - Oct 04      | Annual Budget     |
|--|-----------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Internal Mailing Costs</b>          |                 |                  |                  |                   |                   |                   |                   |
| Pledge program                         |                 |                  |                  |                   |                   |                   |                   |
| Printing                               | 230.00          | 291.67           | 0.00             | 2,266.92          | 2,916.66          | 2,221.25          | 3,500.00          |
| Postage                                | 133.00          | 166.67           | 127.11           | 1,483.58          | 1,666.66          | 1,237.28          | 2,000.00          |
| Mailhouse                              | 250.00          | 183.33           | 110.25           | 951.20            | 1,833.34          | 1,645.74          | 2,200.00          |
| <b>Total Pledge program</b>            | <b>613.00</b>   | <b>641.67</b>    | <b>237.36</b>    | <b>4,701.70</b>   | <b>6,416.66</b>   | <b>5,104.27</b>   | <b>7,700.00</b>   |
| ABC/House mailings                     |                 |                  |                  |                   |                   |                   |                   |
| Consultant                             | 0.00            |                  |                  | 3,095.00          |                   |                   |                   |
| Printing                               | 0.00            | 333.33           | 0.00             | 4,222.63          | 3,333.34          | 1,846.54          | 4,000.00          |
| Postage                                | 2.59            | 350.00           | 2.59             | 3,286.54          | 3,500.00          | 1,337.20          | 4,200.00          |
| Mailhouse                              | 0.00            | 250.00           | 0.00             | 2,050.58          | 2,500.00          | 940.00            | 3,000.00          |
| <b>Total ABC/House mailings</b>        | <b>2.59</b>     | <b>933.33</b>    | <b>2.59</b>      | <b>12,654.75</b>  | <b>9,333.34</b>   | <b>4,123.74</b>   | <b>11,200.00</b>  |
| <b>Total Internal Mailing Costs</b>    | <b>615.59</b>   | <b>1,575.00</b>  | <b>239.95</b>    | <b>17,356.45</b>  | <b>15,750.00</b>  | <b>9,228.01</b>   | <b>18,900.00</b>  |
| <b>Prospecting Mailing Costs</b>       |                 |                  |                  |                   |                   |                   |                   |
| Printing                               | 0.00            | 1,333.33         | 2,136.98         | 6,619.60          | 13,333.34         | 10,616.15         | 16,000.00         |
| Postage                                | 6,949.18        | 916.67           | 6,931.44         | 14,569.75         | 9,166.66          | 15,853.22         | 11,000.00         |
| Mailhouse                              | 0.00            | 425.00           | 1,585.94         | 3,444.00          | 4,250.00          | 4,307.99          | 5,100.00          |
| Consultants                            | 0.00            | 625.00           | 0.00             | 2,795.00          | 6,250.00          | 5,625.00          | 7,500.00          |
| Photos and graphics                    | 0.00            | 8.33             | 0.00             | 0.00              | 83.34             | 0.00              | 100.00            |
| List rentals                           | 0.00            | 583.33           | 1,277.08         | 3,208.91          | 5,833.34          | 5,342.08          | 7,000.00          |
| <b>Total Prospecting Mailing Costs</b> | <b>6,949.18</b> | <b>3,891.66</b>  | <b>11,931.44</b> | <b>30,637.26</b>  | <b>38,916.68</b>  | <b>41,744.44</b>  | <b>46,700.00</b>  |
| <b>Other Fundraising Costs</b>         |                 |                  |                  |                   |                   |                   |                   |
| Thank you cards                        |                 |                  |                  |                   |                   |                   |                   |
| Printing                               | 0.00            | 29.17            | 0.00             | 110.00            | 291.66            | 235.00            | 350.00            |
| Postage                                | 43.15           | 100.00           | 33.30            | 618.73            | 1,000.00          | 414.18            | 1,200.00          |
| Purchase                               | 0.00            | 2.08             | 0.00             | 0.00              | 20.84             | 0.00              | 25.00             |
| <b>Total Thank you cards</b>           | <b>43.15</b>    | <b>131.25</b>    | <b>33.30</b>     | <b>728.73</b>     | <b>1,312.50</b>   | <b>649.18</b>     | <b>1,575.00</b>   |
| Other                                  |                 |                  |                  |                   |                   |                   |                   |
| Misc costs                             | 0.00            | 16.67            |                  | 0.00              | 166.66            |                   | 200.00            |
| Promo T-shirts                         | 0.00            | 22.50            |                  | 0.00              | 225.00            |                   | 270.00            |
| <b>Total Other</b>                     | <b>0.00</b>     | <b>39.17</b>     | <b>0.00</b>      | <b>0.00</b>       | <b>391.66</b>     | <b>0.00</b>       | <b>470.00</b>     |
| <b>Total Other Fundraising Costs</b>   | <b>43.15</b>    | <b>170.42</b>    | <b>33.30</b>     | <b>728.73</b>     | <b>1,704.16</b>   | <b>649.18</b>     | <b>2,045.00</b>   |
| <b>Grant</b>                           |                 |                  |                  |                   |                   |                   |                   |
| Regular grants                         | 0.00            | 44,900.00        | 29,500.00        | 169,179.02        | 206,700.00        | 203,484.65        | 236,000.00        |
| Multi-year grants                      | 3,000.00        | 9,000.00         | 12,000.00        | 42,000.00         | 54,000.00         | (9,000.00)        | 63,000.00         |
| Technical Assistance Grant             | 0.00            | 2,000.00         | 0.00             | 1,000.00          | 6,000.00          | 0.00              | 8,000.00          |
| Salzman grants                         | 0.00            | 3,000.00         | 0.00             | 0.00              | 3,000.00          | 3,000.00          | 3,000.00          |
| NWTRCC donor directed grants           | 2,158.00        | 416.67           | 0.00             | 4,328.75          | 4,166.66          | 0.00              | 5,000.00          |
| <b>Total Grant</b>                     | <b>5,158.00</b> | <b>59,316.67</b> | <b>41,500.00</b> | <b>216,507.77</b> | <b>273,866.66</b> | <b>197,484.65</b> | <b>315,000.00</b> |
| <b>Grants Program</b>                  |                 |                  |                  |                   |                   |                   |                   |
| Library                                | 0.00            | 8.33             | 0.00             | 0.00              | 83.34             | 0.00              | 100.00            |
| Printing                               | 0.00            | 29.17            | 75.00            | 1,648.50          | 291.66            | 2,163.41          | 350.00            |
| Postage                                | 17.06           | 125.00           | 94.85            | 519.63            | 1,250.00          | 1,667.44          | 1,500.00          |
| Membership dues - organization         |                 | 150.00           | 49.99            |                   |                   | 466.58            |                   |
| Supplies                               | 0.00            | 0.00             | 0.00             | 233.40            | 1,500.00          | (145.00)          | 1,800.00          |
| <b>Total Grants Program</b>            | <b>17.06</b>    | <b>312.50</b>    | <b>219.84</b>    | <b>2,401.53</b>   | <b>3,125.00</b>   | <b>4,152.43</b>   | <b>3,750.00</b>   |



RESORT, INC.  
Profit & Loss Budget Performance

October 2005

|  | Oct 05           | Budget           | Oct 04           | Jan - Oct 05      | YTD Budget        | Jan - Oct 04      | Annual Budget     |
|--|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Newsletter Costs</b>                  |                  |                  |                  |                   |                   |                   |                   |
| Printing                                 | 0.00             | 1,333.33         | 1,580.00         | 13,015.04         | 13,333.34         | 20,850.31         | 16,000.00         |
| Postage                                  | 1,100.00         | 750.00           | 822.82           | 6,338.20          | 7,500.00          | 9,086.22          | 9,000.00          |
| Mailhouse                                | 1,377.60         | 500.00           | 800.88           | 3,282.49          | 5,000.00          | 8,004.45          | 6,000.00          |
| Consultants                              | 0.00             | 41.67            | 0.00             | 75.00             | 416.66            | 104.00            | 500.00            |
| Photos and graphics                      | 200.00           | 41.67            | 0.00             | 200.00            | 416.66            | 0.00              | 500.00            |
| <b>Total Newsletter Costs</b>            | <b>2,677.60</b>  | <b>2,666.67</b>  | <b>3,203.70</b>  | <b>22,910.73</b>  | <b>26,666.66</b>  | <b>38,044.98</b>  | <b>32,000.00</b>  |
| <b>Website &amp; Internet</b>            | <b>96.23</b>     | <b>166.67</b>    | <b>74.91</b>     | <b>979.51</b>     | <b>1,666.66</b>   | <b>702.11</b>     | <b>2,000.00</b>   |
| <b>Personnel</b>                         |                  |                  |                  |                   |                   |                   |                   |
| Employee Salaries                        | 10,886.16        | 11,871.25        | 10,933.55        | 120,718.62        | 118,712.50        | 113,360.61        | 142,455.00        |
| Payroll taxes                            | 832.80           | 949.67           | 844.37           | 10,354.10         | 9,496.66          | 9,560.65          | 11,396.00         |
| Pension plan match                       | 435.44           | 474.83           | 423.60           | 4,680.98          | 4,748.34          | 4,452.00          | 5,698.00          |
| Health insurance                         | 2,658.35         | 2,666.67         | 2,226.68         | 27,229.94         | 26,666.66         | 21,807.25         | 32,000.00         |
| Workers compensation                     | (76.00)          | 35.42            | 22.75            | 209.48            | 354.16            | 515.80            | 425.00            |
| Staff development                        | 0.00             | 166.67           | 0.00             | 1,535.00          | 1,666.66          | 0.00              | 2,000.00          |
| <b>Total Personnel</b>                   | <b>14,736.75</b> | <b>16,164.51</b> | <b>14,450.95</b> | <b>164,728.12</b> | <b>161,644.98</b> | <b>149,696.31</b> | <b>193,974.00</b> |
| <b>General and Administrative</b>        |                  |                  |                  |                   |                   |                   |                   |
| Supplies                                 | 19.94            | 208.33           | 59.98            | 2,223.59          | 2,083.34          | 2,732.58          | 2,500.00          |
| Printing & copying                       | 0.00             | 166.67           | 0.00             | 205.00            | 1,666.66          | 1,294.90          | 2,000.00          |
| Books, subscriptions, reference          | 0.00             | 25.00            | 0.00             | 1,374.00          | 250.00            | 1,411.00          | 300.00            |
| Dues and fees                            | 15.00            | 16.67            | 15.00            | 70.97             | 166.66            | 290.00            | 200.00            |
| Telephone                                | 185.44           | 266.67           | 222.00           | 2,819.09          | 2,666.66          | 2,667.43          | 3,200.00          |
| Minor office equipment                   | 0.00             | 187.50           | 119.45           | 898.31            | 1,875.00          | 224.77            | 2,250.00          |
| <b>Postage, shipping, delivery</b>       |                  |                  |                  |                   |                   |                   |                   |
| Meter Rental                             | 0.00             |                  |                  | 344.00            |                   |                   |                   |
| UPS                                      | 6.67             | 8.33             |                  | 16.66             | 83.34             |                   | 100.00            |
| US Post Office                           | 18.09            | 208.33           | 14.06            | 1,881.58          | 2,083.34          | 1,453.51          | 2,500.00          |
| Postage due/BRE envelopes                | (532.80)         | 216.67           | (446.00)         | 1,267.20          | 2,166.66          | 1,480.44          | 2,600.00          |
| <b>Total Postage, shipping, delivery</b> | <b>(508.04)</b>  | <b>433.33</b>    | <b>(431.94)</b>  | <b>3,509.44</b>   | <b>4,333.34</b>   | <b>2,933.95</b>   | <b>5,200.00</b>   |
| <b>Professional Fees</b>                 |                  |                  |                  |                   |                   |                   |                   |
| Temporary help                           | 694.50           | 625.00           | 0.00             | 3,903.75          | 6,250.00          | 1,929.20          | 7,500.00          |
| Accounting                               | 400.00           | 400.00           | 0.00             | 10,725.00         | 10,200.00         | 13,400.00         | 11,000.00         |
| Consultants                              | 0.00             | 250.00           | 0.00             | 0.00              | 2,500.00          | 0.00              | 3,000.00          |
| Brokerage fees                           | 74.85            | 50.00            | 0.00             | 258.19            | 500.00            | 199.39            | 600.00            |
| <b>Total Professional Fees</b>           | <b>1,169.35</b>  | <b>1,325.00</b>  | <b>0.00</b>      | <b>14,886.94</b>  | <b>19,450.00</b>  | <b>15,528.59</b>  | <b>22,100.00</b>  |
| <b>Equip rental &amp; maintenance</b>    | <b>0.00</b>      | <b>116.67</b>    | <b>0.00</b>      | <b>1,000.63</b>   | <b>1,166.66</b>   | <b>1,332.91</b>   | <b>1,400.00</b>   |
| <b>Insurance</b>                         |                  |                  |                  |                   |                   |                   |                   |
| Liability                                | 0.00             | 166.67           | 63.10            | 855.22            | 1,666.66          | 548.38            | 2,000.00          |
| Director and officers                    | 185.42           | 185.42           | 185.42           | 1,854.08          | 1,854.16          | 1,854.16          | 2,225.00          |
| Computer                                 | 0.00             | 7.42             | 7.42             | 0.00              | 74.16             | 74.20             | 89.00             |
| Property                                 | 47.58            | 83.33            | 47.58            | 475.84            | 833.34            | 514.86            | 1,000.00          |
| <b>Total Insurance</b>                   | <b>233.00</b>    | <b>442.84</b>    | <b>303.52</b>    | <b>3,185.14</b>   | <b>4,428.32</b>   | <b>2,991.60</b>   | <b>5,314.00</b>   |
| <b>Advertising and Outreach</b>          |                  |                  |                  |                   |                   |                   |                   |
| Advertising                              | 150.00           | 125.00           | 0.00             | 1,600.00          | 1,250.00          | 1,495.00          | 1,500.00          |
| <b>Total Advertising and Outreach</b>    | <b>150.00</b>    | <b>125.00</b>    | <b>0.00</b>      | <b>1,600.00</b>   | <b>1,250.00</b>   | <b>1,495.00</b>   | <b>1,500.00</b>   |



RES, INC.  
Profit & Loss Budget Performance

October 2005

|   | Oct 05           | Budget             | Oct 04             | Jan - Oct 05        | YTD Budget          | Jan - Oct 04        | Annual Budget     |
|---|------------------|--------------------|--------------------|---------------------|---------------------|---------------------|-------------------|
| <b>Occupancy expenses</b>                   |                  |                    |                    |                     |                     |                     |                   |
| Rent  | 5,916.66         | 2,937.83           | 2,835.42           | 32,172.90           | 29,378.34           | 30,877.11           | 35,254.00         |
| Repairs and maintenance                     | 0.00             | 50.00              | 0.00               | 144.70              | 500.00              | 419.50              | 600.00            |
| Utilities                                   | 141.14           | 291.67             | 0.00               | 2,691.69            | 2,916.66            | 2,011.35            | 3,500.00          |
| Real estate taxes                           | 0.00             | 91.67              | 0.00               | 0.00                | 916.66              | 0.00                | 1,100.00          |
| Sub lease (rent)                            | (1,228.30)       | (1,175.17)         | (1,179.17)         | (12,184.94)         | (11,751.66)         | (11,520.86)         | (14,102.00)       |
| Sub lease (utilities)                       | (191.00)         | (116.67)           | 0.00               | (870.23)            | (1,166.66)          | (871.28)            | (1,400.00)        |
| <b>Total Occupancy expenses</b>             | <b>4,638.50</b>  | <b>2,079.33</b>    | <b>1,656.25</b>    | <b>21,954.12</b>    | <b>20,793.34</b>    | <b>20,915.82</b>    | <b>24,952.00</b>  |
| <b>Travel &amp; meetings expenses</b>       |                  |                    |                    |                     |                     |                     |                   |
| Conference, convention, meeting             | 0.00             | 62.50              | 0.00               | 55.00               | 625.00              | 0.00                | 750.00            |
| Meals, food                                 | 0.00             | 50.00              | 182.92             | 237.19              | 500.00              | 338.74              | 600.00            |
| Travel                                      | 0.00             | 250.00             | 0.00               | 531.79              | 2,500.00            | 201.00              | 3,000.00          |
| <b>Total Travel &amp; meetings expenses</b> | <b>0.00</b>      | <b>362.50</b>      | <b>182.92</b>      | <b>823.98</b>       | <b>3,625.00</b>     | <b>539.74</b>       | <b>4,350.00</b>   |
| <b>Total General and Administrative</b>     | <b>5,903.19</b>  | <b>5,755.51</b>    | <b>2,127.18</b>    | <b>54,551.21</b>    | <b>63,754.98</b>    | <b>54,358.29</b>    | <b>75,266.00</b>  |
| <b>Misc expenses</b>                        |                  |                    |                    |                     |                     |                     |                   |
| Depreciation & amortization exp             | 0.00             | 250.00             |                    | 0.00                | 2,500.00            |                     | 3,000.00          |
| Bank & credit card fees                     | 165.18           | 166.67             | 139.77             | 1,620.50            | 1,666.66            | 1,472.33            | 2,000.00          |
| <b>Interest Expense</b>                     |                  |                    |                    |                     |                     |                     |                   |
| Finance Charges                             | 0.00             |                    | 0.00               | 22.29               |                     | 78.13               |                   |
| Late Fees                                   | 0.00             | 12.50              | 0.00               | 101.50              | 125.00              | 73.00               | 150.00            |
| <b>Total Interest Expense</b>               | <b>0.00</b>      | <b>12.50</b>       | <b>0.00</b>        | <b>123.79</b>       | <b>125.00</b>       | <b>151.13</b>       | <b>150.00</b>     |
| Taxes                                       | 0.00             |                    |                    | 275.00              |                     | 275.00              |                   |
| Tax penalties and interest                  | 20.00            | 4.17               |                    | 35.00               | 41.66               |                     | 50.00             |
| Misc expenses - Other                       | 0.00             | 20.83              | 0.00               | 0.00                | 208.34              |                     | 250.00            |
| <b>Total Misc expenses</b>                  | <b>185.18</b>    | <b>454.17</b>      | <b>139.77</b>      | <b>2,054.29</b>     | <b>4,541.66</b>     | <b>1,898.46</b>     | <b>5,450.00</b>   |
| <b>Board Expense</b>                        |                  |                    |                    |                     |                     |                     |                   |
| Copying                                     | 0.00             | 266.67             | 0.00               | 54.76               | 2,666.66            | 201.36              | 3,200.00          |
| Postage                                     | 7.90             | 125.00             | 0.00               | 50.93               | 1,250.00            | 302.28              | 1,500.00          |
| Travel                                      | 344.30           | 208.33             | 609.00             | 1,588.90            | 2,083.34            | 2,075.50            | 2,500.00          |
| Food  | 0.00             | 125.00             | 17.99              | 297.67              | 1,250.00            | 679.58              | 1,500.00          |
| Outreach                                    | 0.00             | 8.33               | 0.00               | 0.00                | 83.34               | 0.00                | 100.00            |
| Other                                       | 0.00             | 125.00             | 0.00               | 0.00                | 1,250.00            | 0.00                | 1,500.00          |
| <b>Total Board Expense</b>                  | <b>352.20</b>    | <b>858.33</b>      | <b>626.99</b>      | <b>1,992.26</b>     | <b>8,583.34</b>     | <b>3,258.72</b>     | <b>10,300.00</b>  |
| <b>Total Expense</b>                        | <b>36,734.13</b> | <b>91,332.11</b>   | <b>74,548.03</b>   | <b>514,847.86</b>   | <b>600,220.78</b>   | <b>501,217.58</b>   | <b>705,385.00</b> |
| <b>Net Ordinary Income</b>                  | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,973.90)</b> | <b>(172,660.49)</b> | <b>(143,420.84)</b> | <b>(6,030.00)</b> |
| <b>Other Income/Expense</b>                 |                  |                    |                    |                     |                     |                     |                   |
| <b>Other Expense</b>                        |                  |                    |                    |                     |                     |                     |                   |
| Suspense                                    | 0.00             |                    | 0.00               | (500.06)            |                     | 150.00              |                   |
| <b>Total Other Expense</b>                  | <b>0.00</b>      |                    | <b>0.00</b>        | <b>(500.06)</b>     |                     | <b>150.00</b>       |                   |
| <b>Net Other Income</b>                     | <b>0.00</b>      |                    | <b>0.00</b>        | <b>500.06</b>       |                     | <b>(150.00)</b>     |                   |
| <b>Net Income</b>                           | <b>4,356.59</b>  | <b>(53,259.16)</b> | <b>(37,976.41)</b> | <b>(157,473.84)</b> | <b>(172,660.49)</b> | <b>(143,570.84)</b> | <b>(6,030.00)</b> |



## Budget to Actual Comparisons FY '00 – FY '04

### Income

#### 1. *Internal Mailings*

These are pledge, newsletter and house mailings. They have remained relatively consistent in actuals with a bit of a drop off in the last two years compared to budget. That would be election year and tsunami giving impacts. There is also some economic downturn impact felt here as well.

#### 2. *Prospect Mailings*

This is our outreach for new donors. They remain relatively constant and we have added a significant number of new donors to our database. General performance is improving as a result of refined prospecting techniques and more work with consultants. Expectations for have been impacted by election year and tsunami giving as well as economic downturn.

#### 3. *Special Contributions*

This is comprised of donor-directed foundation grants, stock gifts, unsolicited donations and Board fundraising. Giving here is primarily impacted by the loss of a few major donors. In addition, during two years income was increased as a result of bequests totaling \$80,000 (\$50,000 and \$30,000). Election year and tsunami giving, as well as economic downturn, may have affected these donors as well.

### Expenses

#### *Fundraising*

1. Internal Mailing Costs: Costs continue to stay under budget for pledge and house mailings. This is due in part to use of e-mail for delivery of the *Newsletter* to some of these donors. Purging the mailing lists of "deadbeat" donors has also reduced costs.

2. Prospect Mailing Costs: These costs have essentially remained on target to budget. They reflect more vigorous outreach efforts in an attempt to expand active donors.

3. Other Fundraising Costs: These minor costs (thank you postcards for small donors and promo t-shirts) remain under budget.

#### *Program*

1. Grants: Grants have slowly increased over the last five years. After increased spending in FY'01 and FY'02 (in response in part to 9/11 and Iraq war needs) tighter control has been placed on spending. Spending is now close to or at budgeted levels.

2. Grants Program: This category is actually stable. Increases reflect movement of expenses which were wrongly categorized in prior years (e.g. postage, copying and dues that were placed in General and Administrative costs instead of Grants Program).

3. Newsletter: Newsletter costs remain on target or under budget. This is due in part to use of e-mail for delivery of the *Newsletter* to many subscribers and purging of the subscriber list.

4. Website: Costs remain on target or under budget. Increases reflect development of new website.

#### *Other*

1. Personnel: Personnel costs remain on target to budget. Significant increases reflect tripling of health insurance costs (budget at \$28,000 for FY'06) and additional staff coverage for Yafresiy's maternity leave.

2. General and Administrative: Costs are coming in at or under budget. Increases primarily reflect increase in rent and occupancy costs.

3. Board Expenses: Coming in at or under budget. Increases/decreases reflect planned or canceled Board retreats.

#### *Total Income (Loss)*

- FY'00 and FY'01 were within intended levels of expenses over income.
- FY'02 reflects \$34,000 of overspending on grants combined with a \$45,000 loss in expected income.
- FY'03 reflects a combination of \$53,000 loss in expected income, \$3,000 in increased *Newsletter* costs, \$4,000 in increased personnel costs and - \$2,000 in increased General and Administrative expenses.
- FY'04 reflects primarily a \$56,000 loss in expected income



**Budget to Actual**  
**FY '00      FY '06**

|                                | <b>FY '00<br/>Budget</b> | <b>FY '00<br/>Actual</b> | <b>FY '01<br/>Budget</b> | <b>FY '01<br/>Actual</b> | <b>FY '02<br/>Budget</b> | <b>FY '02<br/>Actual</b> | <b>FY '03<br/>Budget</b> | <b>FY '03<br/>Actual</b> | <b>FY '04<br/>Budget</b> | <b>FY '04<br/>Actual</b> | <b>FY '05<br/>Budget</b> | <b>FY '05<br/>YTD</b> | <b>FY '06<br/>Budget</b> |
|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------------------|--------------------------|
| <b>Income</b>                  |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Internal Mailings              | \$283,000                | \$301,609                | \$322,000                | \$296,087                | \$329,000                | \$333,043                | \$342,500                | \$333,903                | \$365,000                | \$341,170                | \$360,000                |                       | \$370,000                |
| Prospect Mailings              | \$25,000                 | \$11,825                 | \$31,500                 | \$52,353                 | \$45,000                 | \$41,851                 | \$47,500                 | \$40,733                 | \$48,000                 | \$42,408                 | \$40,000                 |                       | \$42,000                 |
| Special Contributions          | \$155,000                | \$214,810                | \$155,000                | \$260,530                | \$245,000                | \$240,249                | \$240,000                | \$236,130                | \$252,650                | \$221,347                | \$266,000                |                       | \$253,500                |
| Investments                    | \$42,000                 | (\$22,507)               | \$25,500                 | (\$13,271)               | \$8,000                  | (\$26,087)               | \$2,500                  | (\$20,651)               | \$2,300                  | \$9,386                  | \$24,180                 |                       | \$8,260                  |
| Other                          | \$12,850                 | \$11,961                 | \$12,815                 | \$9,506                  | \$9,885                  | \$2,642                  | \$12,650                 | \$2,319                  | \$8,050                  | \$5,958                  | \$9,175                  |                       | \$7,525                  |
| <b>Total Income</b>            | <b>\$517,850</b>         | <b>\$517,698</b>         | <b>\$546,815</b>         | <b>\$605,205</b>         | <b>\$636,885</b>         | <b>\$591,697</b>         | <b>\$645,150</b>         | <b>\$592,434</b>         | <b>\$676,000</b>         | <b>\$620,269</b>         | <b>\$699,355</b>         |                       | <b>\$681,285</b>         |
| <b>Expenses</b>                |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| <b>Fundraising</b>             |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Internal Mailing Costs         | \$18,900                 | \$11,693                 | \$20,800                 | \$15,822                 | \$19,100                 | \$14,565                 | \$20,600                 | \$16,922                 | \$19,400                 | \$13,252                 | \$18,900                 |                       | \$20,000                 |
| Prospect Mailing Costs         | \$31,600                 | \$31,064                 | \$41,610                 | \$53,921                 | \$45,000                 | \$41,480                 | \$48,000                 | \$45,621                 | \$49,300                 | \$51,058                 | \$46,700                 |                       | \$46,700                 |
| Other Fundraising Costs        | \$3,650                  | \$1,258                  | \$3,050                  | \$1,069                  | \$2,140                  | \$1,554                  | \$1,820                  | \$1,717                  | \$3,420                  | \$1,026                  | \$2,145                  |                       | \$1,650                  |
| <b>Total Fundraising Costs</b> | <b>\$54,150</b>          | <b>\$44,015</b>          | <b>\$65,460</b>          | <b>\$70,812</b>          | <b>\$66,240</b>          | <b>\$57,599</b>          | <b>\$70,420</b>          | <b>\$64,260</b>          | <b>\$72,120</b>          | <b>\$65,336</b>          | <b>\$67,745</b>          |                       | <b>\$68,350</b>          |
| <b>Program</b>                 |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Grants                         | \$254,000                | \$246,598                | \$264,500                | \$298,760                | \$303,000                | \$336,880                | \$304,000                | \$306,900                | \$310,800                | \$305,457                | \$310,000                |                       | \$305,000                |
| Grants Program                 | \$4,600                  | \$2,934                  | \$4,300                  | \$2,428                  | \$2,400                  | \$1,921                  | \$1,025                  | \$2,514                  | \$2,900                  | \$4,785                  | \$3,750                  |                       | \$6,600                  |
| Newsletter                     | \$36,700                 | \$34,986                 | \$38,800                 | \$34,774                 | \$42,400                 | \$42,733                 | \$43,800                 | \$46,220                 | \$49,950                 | \$41,969                 | \$32,200                 |                       | \$31,200                 |
| Website                        | \$780                    | \$505                    | \$1,000                  | \$784                    | \$1,000                  | \$617                    | \$700                    | \$992                    | \$1,000                  | \$850                    | \$2,000                  |                       | \$2,000                  |
| <b>Total Program Costs</b>     | <b>\$296,080</b>         | <b>\$285,023</b>         | <b>\$308,600</b>         | <b>\$336,746</b>         | <b>\$348,800</b>         | <b>\$382,151</b>         | <b>\$349,525</b>         | <b>\$356,625</b>         | <b>\$364,650</b>         | <b>\$353,061</b>         | <b>\$347,950</b>         |                       | <b>\$344,800</b>         |
| <b>Other</b>                   |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                          |                       |                          |
| Personnel                      | \$145,483                | \$154,495                | \$189,642                | \$154,132                | \$163,671                | \$157,703                | \$175,143                | \$179,850                | \$182,240                | \$182,925                | \$194,475                |                       | \$197,334                |
| General and Administrative     | \$64,170                 | \$46,018                 | \$59,925                 | \$50,053                 | \$65,525                 | \$56,453                 | \$63,470                 | \$65,642                 | \$75,234                 | \$64,258                 | \$80,716                 |                       | \$78,964                 |
| Board Expenses                 | \$6,250                  | \$5,114                  | \$6,250                  | \$8,172                  | \$8,650                  | \$8,821                  | \$6,400                  | \$5,637                  | \$10,600                 | \$3,826                  | \$10,300                 |                       | \$5,350                  |
| <b>Total Other Costs</b>       | <b>\$215,903</b>         | <b>\$205,627</b>         | <b>\$255,817</b>         | <b>\$212,357</b>         | <b>\$237,846</b>         | <b>\$222,977</b>         | <b>\$245,013</b>         | <b>\$251,128</b>         | <b>\$268,074</b>         | <b>\$251,010</b>         | <b>\$285,491</b>         |                       | <b>\$281,648</b>         |
| <b>Total Expenses</b>          | <b>\$566,133</b>         | <b>\$534,665</b>         | <b>\$629,877</b>         | <b>\$619,915</b>         | <b>\$652,886</b>         | <b>\$662,727</b>         | <b>\$664,958</b>         | <b>\$672,013</b>         | <b>\$704,844</b>         | <b>\$669,406</b>         | <b>\$701,186</b>         |                       | <b>\$694,798</b>         |
| <b>Total Income (Loss)</b>     | <b>(\$48,283)</b>        | <b>(\$16,967)</b>        | <b>(\$83,062)</b>        | <b>(\$14,710)</b>        | <b>(\$16,001)</b>        | <b>(\$71,030)</b>        | <b>(\$19,808)</b>        | <b>(\$79,579)</b>        | <b>(\$28,844)</b>        | <b>(\$49,137)</b>        | <b>(\$1,831)</b>         |                       | <b>(\$13,513)</b>        |



**Budget to actual**  
**FY '00 - '06**

| Ordinary Income/Expense             | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD | FY '06<br>Budget | 06 / 05 %<br>Budget |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|------------------|---------------------|
| <b>Income</b>                       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| <b>Internal Mailings</b>            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Pledges                             | 126,000          | 135,997          | 140,000          | 129,883          | 140,000          | 136,080          | 146,500          | 136,663          | 155,000          | 143,420          | 150,000          |               | 155,000          | 103%                |
| Newsletter                          | 57,000           | 64,138           | 62,000           | 52,089           | 64,000           | 76,885           | 67,000           | 56,426           | 72,000           | 46,914           | 65,000           |               | 65,000           | 100%                |
| ABC/House mailings                  | 100,000          | 101,474          | 120,000          | 114,115          | 125,000          | 120,078          | 129,000          | 140,814          | 138,000          | 150,836          | 145,000          |               | 150,000          | 103%                |
| <b>Total Internal Mailings</b>      | <b>283,000</b>   | <b>301,609</b>   | <b>322,000</b>   | <b>296,087</b>   | <b>329,000</b>   | <b>333,043</b>   | <b>342,500</b>   | <b>333,903</b>   | <b>365,000</b>   | <b>341,170</b>   | <b>360,000</b>   | <b>0</b>      | <b>370,000</b>   | <b>103%</b>         |
| <b>Prospecting</b>                  | <b>25,000</b>    | <b>11,825</b>    | <b>31,500</b>    | <b>52,353</b>    | <b>45,000</b>    | <b>41,851</b>    | <b>47,500</b>    | <b>40,733</b>    | <b>48,000</b>    | <b>42,408</b>    | <b>40,000</b>    |               | <b>42,000</b>    | <b>105%</b>         |
| <b>Other Revenue</b>                |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Fiscal sponsorship fees             | 300              | 276              | 250              | 151              | 175              | 240              | 175              | 330              | 200              | 209              | 225              |               | 225              | 100%                |
| List Sales - Names in the News      | 300              | 125              | 300              | 0                | 300              | 187              | 300              | 0                | 500              | 0                | 500              |               | 0                | 0%                  |
| List Sales - other                  | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 5,800            | 630              | 0                |               | 500              |                     |
| Royalties                           | 50               | 12               | 15               | 11               | 10               | 21               | 25               | 239              | 100              | 779              | 200              |               | 800              | 400%                |
| T-shirt sales                       | 2,500            | 1,148            | 2,200            | 446              | 2,800            | 3,110            | 2,800            | 1,854            | 1,500            | 329              | 2,500            |               | 800              | 32%                 |
| T-shirt expense                     | (1,500)          | (305)            | (1,500)          | (239)            | (3,000)          | (1,535)          | 0                | (866)            | (450)            | (147)            | (1,000)          |               | 0                | 0%                  |
| NWTRCC                              | 4,000            | 5,238            | 4,500            | 2,860            | 4,000            | 0                | 4,000            | 0                | 0                | 3,972            | 6,000            |               | 5,000            | 83%                 |
| <b>Total Other Revenue</b>          | <b>5,650</b>     | <b>6,494</b>     | <b>5,765</b>     | <b>3,229</b>     | <b>4,285</b>     | <b>2,023</b>     | <b>7,300</b>     | <b>1,557</b>     | <b>7,650</b>     | <b>5,772</b>     | <b>8,425</b>     | <b>0</b>      | <b>7,325</b>     | <b>87%</b>          |
| <b>Special contributions</b>        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Board Fundraising                   | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 20,500           |               | 20,500           | 100%                |
| Foundations                         | 50,000           | 95,184           | 60,000           | 110,843          | 100,000          | 148,649          | 100,000          | 84,818           | 107,000          | 99,438           | 100,000          |               | 100,000          | 100%                |
| Matching Grants                     | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 325              | 500              |               | 1,000            | 200%                |
| Unsolicited                         | 65,000           | 97,876           | 60,000           | 122,929          | 110,000          | 64,617           | 120,000          | 128,087          | 120,000          | 99,058           | 120,000          |               | 100,000          | 83%                 |
| Stocks                              | 40,000           | 21,750           | 35,000           | 26,758           | 35,000           | 26,983           | 20,000           | 23,226           | 25,650           | 22,526           | 25,000           |               | 32,000           | 128%                |
| <b>Total Special contributions</b>  | <b>155,000</b>   | <b>214,810</b>   | <b>155,000</b>   | <b>260,530</b>   | <b>245,000</b>   | <b>240,249</b>   | <b>240,000</b>   | <b>236,130</b>   | <b>252,650</b>   | <b>221,347</b>   | <b>266,000</b>   | <b>0</b>      | <b>253,500</b>   | <b>95%</b>          |
| <b>Investment Income</b>            |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Bank Interest                       | 12,000           | 2,040            | 2,000            | 2,389            | 2,000            | 909              | 1,500            | 133              | 1,500            | 88               | 200              |               | 110              | 55%                 |
| Calvert Balanced                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 60               | 0                | 163              | 70               |               | 50               | 71%                 |
| Newberger Berman                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 401              | 0                | 401              | 0                |               | 0                |                     |
| Domini Social Investment            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 141              | 0                | 195              | 150              |               | 100              | 67%                 |
| Calvert Bond                        | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 4,564            | 0                | 4,337            | 4,000            |               | 2,500            | 63%                 |
| Schwab One Accounts                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 208              | 0                | 152              | 200              |               | 150              | 75%                 |
| Dividends and Interest              | 0                | 16,526           | 8,500            | 21,138           | 6,000            | 5,066            | 1,000            | 5                | 800              | 17               | 10               |               | 350              | 3500%               |
| <b>Total Investment Income</b>      | <b>12,000</b>    | <b>18,566</b>    | <b>10,500</b>    | <b>23,527</b>    | <b>8,000</b>     | <b>5,976</b>     | <b>2,500</b>     | <b>5,512</b>     | <b>2,300</b>     | <b>5,353</b>     | <b>4,630</b>     | <b>0</b>      | <b>3,260</b>     | <b>70%</b>          |
| <b>Realized Gain or Loss</b>        | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>(32,063)</b>  | <b>0</b>         | <b>(26,814)</b>  | <b>0</b>         | <b>(11,831)</b>  | <b>0</b>         |               | <b>0</b>         |                     |
| <b>Unrealized gain (loss)</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Citizens Index                      | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 2,717            | 3,500            |               | 0                | 0%                  |
| Womens Equity Fund                  | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,560            | 2,500            |               | 0                | 0%                  |
| Domini Social Investment            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 6,868            | 2,500            |               | 500              | 20%                 |
| Calvert Balanced                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 2,361            | 1,500            |               | 500              | 33%                 |
| Sun Microsystems                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 604              | 50               |               | 0                | 0%                  |
| Neuberger Berman                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 651              | 0                | 1,583            | 2,500            |               | 500              | 20%                 |
| Calvert Bond                        | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 171              | 7,000            |               | 3,500            | 50%                 |
| Unrealized gain (loss) - Other      | 30,000           | (41,073)         | 15,000           | (36,798)         | 0                | 0                | 0                | 0                | 0                | 0                | 0                |               | 0                |                     |
| <b>Total Unrealized gain (loss)</b> | <b>30,000</b>    | <b>(41,073)</b>  | <b>15,000</b>    | <b>(36,798)</b>  | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>651</b>       | <b>0</b>         | <b>15,864</b>    | <b>19,550</b>    | <b>0</b>      | <b>5,000</b>     | <b>26%</b>          |
| <b>Miscellaneous revenue</b>        | <b>200</b>       | <b>267</b>       | <b>50</b>        | <b>607</b>       | <b>100</b>       | <b>18</b>        | <b>350</b>       | <b>112</b>       | <b>400</b>       | <b>36</b>        | <b>100</b>       |               | <b>50</b>        | <b>50%</b>          |
| <b>Restricted Funds</b>             | <b>7,000</b>     | <b>5,200</b>     | <b>7,000</b>     | <b>5,670</b>     | <b>5,500</b>     | <b>600</b>       | <b>5,000</b>     | <b>650</b>       | <b>0</b>         | <b>150</b>       | <b>650</b>       |               | <b>150</b>       | <b>23%</b>          |
| <b>Total Income</b>                 | <b>517,850</b>   | <b>517,698</b>   | <b>546,815</b>   | <b>605,205</b>   | <b>636,885</b>   | <b>591,697</b>   | <b>645,150</b>   | <b>592,434</b>   | <b>676,000</b>   | <b>620,269</b>   | <b>699,355</b>   | <b>0</b>      | <b>681,285</b>   | <b>97%</b>          |



**Budget Actual**  
**FY '00 FY '06**

| Expense                                | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD | FY '06<br>Budget | 06 / 05 %<br>Budget |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|------------------|---------------------|
| <b>Internal Mailing Costs</b>          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| <b>Pledge program</b>                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Printing                               | 3,000            | 2,166            | 3000             | 2,204            | 3,100            | 1,272            | 3,100            | 2,448            | 3,200            | 2,262            | 3,500            |               | 3,000            | 86%                 |
| Postage                                | 2,200            | 2,004            | 2500             | 1,872            | 2,800            | 2,426            | 3,000            | 1,768            | 3,000            | 1,396            | 2,000            |               | 1,800            | 90%                 |
| Mailhouse                              | 1,300            | 1,665            | 2000             | 1,932            | 2,200            | 1,373            | 2,300            | 2,131            | 2,000            | 1,863            | 2,200            |               | 2,000            | 91%                 |
| <b>Total Pledge program</b>            | <b>6,500</b>     | <b>5,835</b>     | <b>7,500</b>     | <b>6,008</b>     | <b>8,100</b>     | <b>5,070</b>     | <b>8,400</b>     | <b>6,348</b>     | <b>8,200</b>     | <b>5,521</b>     | <b>7,700</b>     | <b>0</b>      | <b>6,800</b>     | <b>88%</b>          |
| <b>ABC/House mailings</b>              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Consultant                             | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |               | 2,500            |                     |
| Printing                               | 4,700            | 1,496            | 4,700            | 3,418            | 4,200            | 2,724            | 4,500            | 3,194            | 4,000            | 3,104            | 4,000            |               | 4,000            | 100%                |
| Postage                                | 3,700            | 1,883            | 4,000            | 3,609            | 3,800            | 4,652            | 4,200            | 5,831            | 4,200            | 3,256            | 4,200            |               | 4,200            | 100%                |
| Mailhouse                              | 4,000            | 2,479            | 4,600            | 2,787            | 3,000            | 2,120            | 3,500            | 1,549            | 3,000            | 1,370            | 3,000            |               | 2,500            | 83%                 |
| <b>Total ABC/House mailings</b>        | <b>12,400</b>    | <b>5,858</b>     | <b>13,300</b>    | <b>9,814</b>     | <b>11,000</b>    | <b>9,495</b>     | <b>12,200</b>    | <b>10,574</b>    | <b>11,200</b>    | <b>7,730</b>     | <b>11,200</b>    |               | <b>13,200</b>    | <b>118%</b>         |
| <b>Total Internal Mailing Costs</b>    | <b>18,900</b>    | <b>11,693</b>    | <b>20,800</b>    | <b>15,822</b>    | <b>19,100</b>    | <b>14,565</b>    | <b>20,600</b>    | <b>16,922</b>    | <b>19,400</b>    | <b>13,252</b>    | <b>18,900</b>    | <b>0</b>      | <b>20,000</b>    | <b>106%</b>         |
| <b>Prospecting Mailing Costs</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Printing                               | 15,000           | 17,114           | 19,000           | 21,648           | 18,000           | 12,214           | 20,000           | 15,309           | 17,000           | 13,588           | 16,000           |               | 16,000           | 100%                |
| Postage                                | 5,000            | 8,399            | 13,000           | 12,134           | 11,000           | 11,254           | 11,000           | 10,992           | 13,000           | 15,639           | 11,000           |               | 11,000           | 100%                |
| Mailhouse                              | 6,000            | 0                | 5,610            | 6,308            | 6,000            | 5,818            | 6,000            | 5,025            | 6,200            | 6,183            | 5,100            |               | 5,100            | 100%                |
| Consultants                            | 5,000            | 0                | 1,500            | 6,950            | 5,000            | 5,243            | 6,000            | 7,607            | 6,000            | 8,750            | 7,500            |               | 7,500            | 100%                |
| Photos and graphics                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 100              | 0                | 100              |               | 100              | 100%                |
| List Rentals                           | 600              | 5,551            | 2,500            | 6,881            | 5,000            | 6,951            | 5,000            | 6,689            | 7,000            | 6,898            | 7,000            |               | 7,000            | 100%                |
| <b>Total Prospecting Mailing Costs</b> | <b>31,600</b>    | <b>31,064</b>    | <b>41,610</b>    | <b>53,921</b>    | <b>45,000</b>    | <b>41,480</b>    | <b>48,000</b>    | <b>45,621</b>    | <b>49,300</b>    | <b>51,058</b>    | <b>46,700</b>    | <b>0</b>      | <b>46,700</b>    | <b>100%</b>         |
| <b>Other Fundraising Costs</b>         |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| <b>Thank you cards</b>                 |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Printing                               | 150              | 40               | 100              | 55               | 100              | 165              | 250              | 160              | 200              | 295              | 350              |               | 350              | 100%                |
| Postage                                | 600              | 393              | 500              | 658              | 700              | 1,092            | 850              | 1,245            | 900              | 655              | 1,200            |               | 1,000            | 83%                 |
| Purchase                               | 100              | 0                | 50               | 127              | 140              | 0                | 50               | 0                | 50               | 0                | 25               |               | 25               | 100%                |
| <b>Total Thank you cards</b>           | <b>850</b>       | <b>433</b>       | <b>650</b>       | <b>839</b>       | <b>940</b>       | <b>1,257</b>     | <b>1,150</b>     | <b>1,405</b>     | <b>1,150</b>     | <b>950</b>       | <b>1,575</b>     | <b>0</b>      | <b>1,375</b>     | <b>87%</b>          |
| <b>Other</b>                           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Misc costs                             | 2,500            | 825              | 2,000            | 0                | 800              | 150              | 0                | 14               | 2,000            | 0                | 200              |               | 25               | 13%                 |
| Promo T-shirts                         | 300              | 0                | 400              | 230              | 400              | 147              | 270              | 222              | 270              | 76               | 270              |               | 150              | 56%                 |
| Other                                  | 0                | 0                | 0                | 0                | 0                | 0                | 400              | 77               | 0                | 0                | 100              |               | 100              | 100%                |
| <b>Total Other</b>                     | <b>2,800</b>     | <b>825</b>       | <b>2,400</b>     | <b>230</b>       | <b>1,200</b>     | <b>297</b>       | <b>670</b>       | <b>312</b>       | <b>2,270</b>     | <b>76</b>        | <b>570</b>       | <b>0</b>      | <b>275</b>       | <b>48%</b>          |
| <b>Total Other Fundraising Costs</b>   | <b>3,650</b>     | <b>1,258</b>     | <b>3,050</b>     | <b>1,069</b>     | <b>2,140</b>     | <b>1,554</b>     | <b>1,820</b>     | <b>1,717</b>     | <b>3,420</b>     | <b>1,026</b>     | <b>2,145</b>     | <b>0</b>      | <b>1,650</b>     | <b>77%</b>          |
| <b>Grant</b>                           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| General Support Grants                 | 212,000          | 203,360          | 200,000          | 244,900          | 230,000          | 258,880          | 234,000          | 255,900          | 236,000          | 247,485          | 228,000          |               | 241,000          | 106%                |
| Multi-year grants                      | 30,000           | 30,000           | 50,000           | 48,000           | 60,000           | 72,000           | 60,000           | 51,000           | 66,000           | 51,000           | 66,000           |               | 48,000           | 73%                 |
| Technical Assistance Grants            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 8,000            |               | 8,000            | 100%                |
| Salzman grants                         | 8,000            | 8,000            | 10,000           | 3,000            | 9,000            | 6,000            | 6,000            | 0                | 3,000            | 3,000            | 3,000            |               | 3,000            | 100%                |
| NWTRCC donor directed grants           | 4,000            | 5,238            | 4,500            | 2,860            | 4,000            | 0                | 4,000            | 0                | 5,800            | 3,972            | 5,000            |               | 5,000            | 100%                |
| <b>Total Grant</b>                     | <b>254,000</b>   | <b>246,598</b>   | <b>264,500</b>   | <b>298,760</b>   | <b>303,000</b>   | <b>336,880</b>   | <b>304,000</b>   | <b>306,900</b>   | <b>310,800</b>   | <b>305,457</b>   | <b>310,000</b>   | <b>0</b>      | <b>305,000</b>   | <b>98%</b>          |
| <b>Grants Program</b>                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Library                                | 200              | 0                | 200              | 0                | 250              | 0                | 125              | 0                | 100              | 0                | 100              |               | 100              | 100%                |
| Printing                               | 2,000            | 931              | 1,500            | 337              | 550              | 100              | 400              | 228              | 350              | 2,223            | 350              |               | 2,500            | 714%                |
| Postage                                | 800              | 293              | 900              | 558              | 600              | 596              | 500              | 605              | 650              | 2,140            | 1,500            |               | 2,200            | 147%                |
| Membership dues - organization         | 1,600            | 1,710            | 1,700            | 1,533            | 1,000            | 1,225            | 0                | 1,826            | 1,800            | 567              | 1,800            |               | 1,800            | 100%                |
| Supplies                               | 0                | 0                | 0                | 0                | 0                | 0                | 0                | (145)            | 0                | (145)            | 0                |               | 0                |                     |
| <b>Total Grants Program</b>            | <b>4,600</b>     | <b>2,934</b>     | <b>4,300</b>     | <b>2,428</b>     | <b>2,400</b>     | <b>1,921</b>     | <b>1,025</b>     | <b>2,514</b>     | <b>2,900</b>     | <b>4,785</b>     | <b>3,750</b>     | <b>0</b>      | <b>6,600</b>     | <b>176%</b>         |



**Budget / Actual**  
**FY '00 / FY '06**

|   | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD | FY '06<br>Budget | 06 / 05 %<br>Budget |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|------------------|---------------------|
| <b>Newsletter Costs</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Printing                                  | 23,000           | 22,024           | 24,000           | 19,000           | 25,000           | 21,469           | 25,000           | 27,667           | 25,000           | 22,255           | 16,000           |               | 16,000           | 100%                |
| Postage                                   | 7,000            | 8,327            | 7,500            | 8,612            | 9,000            | 12,467           | 10,000           | 12,300           | 14,000           | 10,119           | 9,000            |               | 8,000            | 89%                 |
| Mailhouse                                 | 5,000            | 4,005            | 5,400            | 6,652            | 6,500            | 8,107            | 7,000            | 5,501            | 9,000            | 9,341            | 6,000            |               | 6,000            | 100%                |
| Consultants                               | 1,200            | 0                | 1,200            | 0                | 1,200            | 0                | 1,200            | 330              | 1,200            | 104              | 500              |               | 500              | 100%                |
| Photos and graphics                       | 500              | 580              | 700              | 510              | 700              | 503              | 600              | 421              | 750              | 150              | 500              |               | 500              | 100%                |
| Newsletter Costs - Other                  | 0                | 50               | 0                | 0                | 0                | 188              | 0                | 0                | 0                | 0                | 200              |               | 200              | 100%                |
| <b>Total Newsletter Costs</b>             | <b>36,700</b>    | <b>34,986</b>    | <b>38,800</b>    | <b>34,774</b>    | <b>42,400</b>    | <b>42,733</b>    | <b>43,800</b>    | <b>46,220</b>    | <b>49,950</b>    | <b>41,969</b>    | <b>32,200</b>    | <b>0</b>      | <b>31,200</b>    | <b>97%</b>          |
| <b>Website &amp; Internet</b>             | <b>780</b>       | <b>505</b>       | <b>1,000</b>     | <b>784</b>       | <b>1,000</b>     | <b>617</b>       | <b>700</b>       | <b>992</b>       | <b>1,000</b>     | <b>850</b>       | <b>2,000</b>     |               | <b>2,000</b>     | <b>100%</b>         |
| <b>Personnel</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Employee Salaries                         | 114,156          | 123,599          | 149,000          | 125,039          | 132,821          | 124,137          | 139,464          | 140,206          | 138,308          | 137,200          | 142,455          |               | 148,011          | 104%                |
| Payroll Taxes                             | 12,557           | 12,350           | 14,000           | 11,492           | 13,000           | 10,607           | 12,500           | 11,386           | 12,000           | 11,901           | 11,396           |               | 12,877           | 113%                |
| Pension Plan Match                        | 4,500            | 3,140            | 5,960            | 4,502            | 4,000            | 4,273            | 5,579            | 4,576            | 5,332            | 5,405            | 5,698            |               | 5,920            | 104%                |
| Health insurance                          | 11,320           | 12,640           | 17,232           | 11,783           | 11,000           | 17,157           | 15,000           | 21,345           | 24,000           | 27,859           | 32,000           |               | 27,932           | 87%                 |
| Workers compensation                      | 450              | 421              | 450              | 521              | 450              | 480              | 600              | 368              | 600              | 561              | 425              |               | 594              | 140%                |
| Staff development                         | 2,500            | 2,345            | 3,000            | 795              | 2,400            | 1,050            | 2,000            | 1,970            | 2,000            | 0                | 2,000            |               | 2,000            | 100%                |
| Personnel - Other                         | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 500              |               | 0                | 0%                  |
| <b>Total Personnel</b>                    | <b>145,483</b>   | <b>154,495</b>   | <b>189,642</b>   | <b>154,132</b>   | <b>163,671</b>   | <b>157,703</b>   | <b>175,143</b>   | <b>179,850</b>   | <b>182,240</b>   | <b>182,925</b>   | <b>194,475</b>   | <b>0</b>      | <b>197,334</b>   | <b>101%</b>         |
| <b>General and Administrative</b>         |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Supplies                                  | 3,000            | 4,185            | 2,500            | 1,815            | 2,000            | 3,144            | 2,000            | 2,839            | 2,200            | 2,623            | 2,500            |               | 2,500            | 100%                |
| Printing & copying                        | 2,600            | 466              | 2,600            | 370              | 1,100            | (327)            | 2,200            | 1,982            | 750              | 1,424            | 2,000            |               | 1,500            | 75%                 |
| Books, subscriptions, reference           | 300              | 24               | 400              | 157              | 250              | 166              | 200              | 206              | 200              | 1,411            | 300              |               | 1,500            | 500%                |
| Dues and Fees                             | 0                | 0                | 0                | 0                | 0                | 0                | 1,600            | 0                | 0                | 1,265            | 200              |               | 200              | 100%                |
| Telephone                                 | 4,000            | 2,988            | 3,000            | 3,727            | 3,500            | 2,567            | 3,600            | 2,434            | 3,000            | 2,475            | 3,200            |               | 3,200            | 100%                |
| Minor office equipment                    | 5,000            | 5,434            | 5,000            | 238              | 5,000            | 1,026            | 2,500            | 1,112            | 3,500            | 225              | 2,250            |               | 1,500            | 67%                 |
| Postage, shipping, delivery               |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Meter Rental                              | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |               | 450              |                     |
| UPS                                       | 100              | 0                | 100              | 0                | 100              | 50               | 100              | 569              | 50               | 0                | 100              |               | 100              | 100%                |
| US Post Office                            | 1,600            | 961              | 1,700            | 499              | 1,700            | 1,886            | 1,800            | 1,088            | 2,200            | 1,599            | 2,500            |               | 1,600            | 64%                 |
| Postage Due/BRE envelopes                 | 700              | 245              | 1,000            | 1,112            | 1,800            | 2,025            | 1,800            | 0                | 2,500            | 1,480            | 2,600            |               | 2,700            | 104%                |
| <b>Total Postage, shipping, delivery</b>  | <b>2,400</b>     | <b>1,206</b>     | <b>2,800</b>     | <b>1,611</b>     | <b>3,600</b>     | <b>3,961</b>     | <b>3,700</b>     | <b>1,658</b>     | <b>4,750</b>     | <b>3,079</b>     | <b>5,200</b>     | <b>0</b>      | <b>4,850</b>     | <b>93%</b>          |
| <b>Professional Fees</b>                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Temporary help                            | 4,750            | 4,297            | 2,000            | 4,289            | 5,000            | 3,452            | 5,000            | 0                | 5,000            | 2,952            | 7,500            |               | 5,500            | 73%                 |
| Accounting                                | 7,500            | 6,738            | 0                | 9,094            | 8,000            | 8,453            | 8,500            | 11,325           | 10,000           | 14,600           | 11,000           |               | 12,500           | 114%                |
| Consultants                               | 800              | 0                | 3,500            | 0                | 2,000            | 0                | 1,000            | 6,985            | 500              | 0                | 3,000            |               | 1,500            | 50%                 |
| Brokerage fees                            | 60               | 92               | 8,000            | 0                | 0                | 0                | 0                | 563              | 100              | 494              | 600              |               | 600              | 100%                |
| <b>Total Professional Fees</b>            | <b>13,110</b>    | <b>11,127</b>    | <b>13,500</b>    | <b>13,383</b>    | <b>15,000</b>    | <b>11,905</b>    | <b>14,500</b>    | <b>18,873</b>    | <b>15,600</b>    | <b>18,047</b>    | <b>22,100</b>    | <b>0</b>      | <b>20,100</b>    | <b>91%</b>          |
| <b>Equipment Rental &amp; Maintenance</b> |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| <b>Insurance</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Liability                                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,872            | 757              | 675              | 2,000            |               | 2,000            | 100%                |
| Directors and Officers                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 556              | 89               | 2,225            | 2,225            |               | 2,225            | 100%                |
| Computer                                  | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 87               | 1,000            | 85               | 89               |               | 89               | 100%                |
| Property                                  | 1,500            | 1,468            | 2,000            | 1,086            | 2,500            | 0                | 2,200            | 0                | 2,100            | 610              | 1,000            |               | 1,000            | 100%                |
| <b>Total Insurance</b>                    | <b>1,500</b>     | <b>1,468</b>     | <b>2,000</b>     | <b>1,086</b>     | <b>2,500</b>     | <b>1,439</b>     | <b>2,200</b>     | <b>2,515</b>     | <b>3,946</b>     | <b>3,595</b>     | <b>5,314</b>     | <b>0</b>      | <b>5,314</b>     | <b>100%</b>         |
| <b>Advertising and Outreach</b>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Brochure                                  | 7,500            | 0                | 0                | 1,000            | 8,500            | 4,141            | 5,000            | 0                | 4,000            | 0                | 0                |               | 1,000            |                     |
| Advertising                               | 4,700            | 2,638            | 4,500            | 1,635            | 3,700            | 1,635            | 3,000            | 2,925            | 2,000            | 2,055            | 1,500            |               | 1,500            | 100%                |
| <b>Total Advertising and Outreach</b>     | <b>12,200</b>    | <b>2,638</b>     | <b>4,500</b>     | <b>2,635</b>     | <b>12,200</b>    | <b>5,776</b>     | <b>8,000</b>     | <b>2,925</b>     | <b>6,000</b>     | <b>2,055</b>     | <b>1,500</b>     | <b>0</b>      | <b>2,500</b>     | <b>167%</b>         |



**Budget to Actual**  
**FY '00 FY '06**

|   | FY '00<br>Budget | FY '00<br>Actual | FY '01<br>Budget | FY '01<br>Actual | FY '02<br>Budget | FY '02<br>Actual | FY '03<br>Budget | FY '03<br>Actual | FY '04<br>Budget | FY '04<br>Actual | FY '05<br>Budget | FY '05<br>YTD | FY '06<br>Budget | 06 / 05 %<br>Budget |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|------------------|---------------------|
| <b>Occupancy expenses</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Rent  | 9,750            | 26,125           | 27,000           | 25,444           | 30,000           | 31,308           | 32,495           | 32,494           | 33,713           | 33,713           | 35,254           |               | 39,150           | 111%                |
| Repairs and maintenance                     | 750              | 223              | 400              | 1,883            | 400              | 782              | 300              | 1,718            | 1,500            | 420              | 600              |               | 600              | 100%                |
| Utilities                                   | 4,000            | 2,031            | 3,500            | 3,462            | 4,000            | 2,916            | 4,000            | 2,902            | 3,500            | 2,390            | 3,500            |               | 3,500            | 100%                |
| Real Estate Taxes                           | 0                | 0                | 0                | 0                | 0                |                  | 0                | 0                | 0                | 0                | 0                |               | 800              |                     |
| Sub lease (rent)                            | 0                | (12,500)         | (13,500)         | (10,000)         | (14,184)         | (14,184)         | (13,010)         | (13,010)         | (13,485)         | (13,879)         | (14,102)         |               | (16,200)         | 115%                |
| Sub lease (utilities)                       | 0                | (1,103)          | (1,500)          | (1,824)          | (2,816)          |                  | (1,590)          | (2,435)          | (1,940)          | (1,119)          | (1,400)          |               | (1,400)          | 100%                |
| <b>Total Occupancy expenses</b>             | <b>14,500</b>    | <b>14,776</b>    | <b>15,900</b>    | <b>18,965</b>    | <b>17,400</b>    | <b>20,821</b>    | <b>22,195</b>    | <b>21,670</b>    | <b>23,288</b>    | <b>21,524</b>    | <b>23,852</b>    | <b>0</b>      | <b>26,450</b>    | <b>111%</b>         |
| <b>Travel &amp; meetings expenses</b>       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Conference, convention, meeting             | 1,000            | 383              | 1,000            | 393              | 500              | 462              | 400              | 904              | 600              | 50               | 750              |               | 750              | 100%                |
| Meals, food                                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 600              | 339              | 600              |               | 600              | 100%                |
| Travel                                      | 250              | 1,018            | 1,200            | 10               | 1,200            | 12               | 50               | 2,466            | 3,000            | 201              | 3,000            |               | 1,800            | 60%                 |
| <b>Total Travel &amp; meetings expenses</b> | <b>1,250</b>     | <b>1,401</b>     | <b>2,200</b>     | <b>403</b>       | <b>1,700</b>     | <b>474</b>       | <b>450</b>       | <b>3,370</b>     | <b>4,200</b>     | <b>590</b>       | <b>4,350</b>     | <b>0</b>      | <b>3,150</b>     | <b>72%</b>          |
| <b>Total General and Administrative</b>     | <b>59,860</b>    | <b>45,713</b>    | <b>54,400</b>    | <b>44,390</b>    | <b>64,250</b>    | <b>50,951</b>    | <b>63,145</b>    | <b>60,781</b>    | <b>67,434</b>    | <b>59,658</b>    | <b>74,166</b>    | <b>0</b>      | <b>74,264</b>    | <b>100%</b>         |
| <b>Misc expenses</b>                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Depreciation & amortization exp             | 4,000            | 0                | 4,000            | 5,349            | 0                | 4,457            | 0                | 2,450            | 5,500            | 2,425            | 3,000            |               | 2,400            | 80%                 |
| Bank & credit card fees                     | 30               | 90               | 1,250            | 75               | 1,000            | 998              | 125              | 1,325            | 2,000            | 1,749            | 2,000            |               | 2,000            | 100%                |
| <b>Interest Expense</b>                     |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Finance Charges                             | 0                | 50               | 50               | 0                | 0                | 0                | 50               | 0                | 0                | 78               | 0                |               | 50               |                     |
| Late Fees                                   | 0                | 0                | 0                | 0                | 50               | 0                | 0                | 0                | 0                | 73               | 150              |               | 100              | 67%                 |
| <b>Total Interest Expense</b>               | <b>0</b>         | <b>50</b>        | <b>50</b>        | <b>0</b>         | <b>50</b>        | <b>0</b>         | <b>50</b>        | <b>0</b>         | <b>0</b>         | <b>151</b>       | <b>150</b>       | <b>0</b>      | <b>150</b>       | <b>100%</b>         |
| Taxes                                       | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,065            |                  | 275              | 1,100            |               |                  |                     |
| Tax penalties and interest                  | 180              | 0                | 125              | 0                | 125              | 0                | 50               | 30               | 50               | 0                | 50               |               | 50               | 100%                |
| Misc expenses - Other                       | 100              | 165              | 100              | 239              | 100              | 47               | 100              | (9)              | 250              | 0                | 250              |               | 100              | 40%                 |
| <b>Misc expenses</b>                        | <b>4,310</b>     | <b>305</b>       | <b>5,525</b>     | <b>5,663</b>     | <b>1,275</b>     | <b>5,502</b>     | <b>325</b>       | <b>4,860</b>     | <b>7,800</b>     | <b>4,600</b>     | <b>6,550</b>     | <b>0</b>      | <b>4,700</b>     | <b>72%</b>          |
| <b>Board Expense</b>                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |               |                  |                     |
| Copying                                     | 1,850            | 1,834            | 2,000            | 2,409            | 2,500            | 3,233            | 2,700            | 2,703            | 3,000            | 557              | 3,200            |               | 250              | 8%                  |
| Postage                                     | 1,000            | 501              | 1,000            | 489              | 700              | 1,098            | 1,000            | 996              | 1,500            | 406              | 1,500            |               | 200              | 13%                 |
| Travel                                      | 1,800            | 2,049            | 2,000            | 2,779            | 2,500            | 2,946            | 1,500            | 1,139            | 3,000            | 2,076            | 2,500            |               | 2,500            | 100%                |
| Food  | 500              | 603              | 600              | 1,570            | 800              | 1,487            | 1,200            | 442              | 1,500            | 787              | 1,500            |               | 800              | 53%                 |
| Outreach                                    | 100              | 127              | 150              | 0                | 150              | 0                | 0                | 0                | 100              | 0                | 100              |               | 100              | 100%                |
| Other                                       | 1,000            | 0                | 500              | 925              | 2,000            | 56               | 0                | 357              | 1,500            | 0                | 1,500            |               | 1,500            | 100%                |
| <b>Total Board Expense</b>                  | <b>6,250</b>     | <b>5,114</b>     | <b>6,250</b>     | <b>8,172</b>     | <b>8,650</b>     | <b>8,821</b>     | <b>6,400</b>     | <b>5,637</b>     | <b>10,600</b>    | <b>3,826</b>     | <b>10,300</b>    | <b>0</b>      | <b>5,350</b>     | <b>52%</b>          |
| <b>Total Expense</b>                        | <b>566,133</b>   | <b>534,665</b>   | <b>629,877</b>   | <b>619,915</b>   | <b>652,886</b>   | <b>662,727</b>   | <b>664,958</b>   | <b>672,013</b>   | <b>704,844</b>   | <b>669,406</b>   | <b>701,186</b>   | <b>0</b>      | <b>694,798</b>   | <b>99%</b>          |
| <b>Net Ordinary Income</b>                  | <b>(48,283)</b>  | <b>(16,967)</b>  | <b>(83,062)</b>  | <b>(14,710)</b>  | <b>(16,001)</b>  | <b>(71,030)</b>  | <b>(19,808)</b>  | <b>(79,579)</b>  | <b>(28,844)</b>  | <b>(49,137)</b>  | <b>(1,831)</b>   | <b>0</b>      | <b>(13,513)</b>  | <b>738%</b>         |



Fund Raising Committee Meeting  
Minutes from 11/9/05

Present: Kay Mathew, Carmen Rau, Carol Schachet

1. Review current fund raising campaigns

*A. Mailings (house appeals and prospect mailings)*

See attached Excel charts for returns analyses. Overall, the trend for the three house appeals in 2005 (March, July, and September) is upward in terms of percent return. Income is also up sharply, particularly for July. Carol will draft the December appeal by next week and seek input and editing from the FR Committee next week. Possible signers: Noam and Grace.

The March Acquisition mailing performed well, at over 1% returns. The same package is being used as the "Control Group" for the November 2005 Acquisition mailing. The "Test Group" will receive a more complete 2004 grant list. That mailing was dropped by November 4, 2005. Returns have not yet begun.

*B. Board fund raising efforts*

At present, only two Board members have completed their \$1,000 goal. Several others have raised some funds, while the remainder do not appear to have begun their appeals. Carmen agreed to do a 10 minute presentation at the next Board meeting, offering both encouragement and suggestions for ways to raise funds (such as dessert parties, etc.). Kay suggests that Board members might want to pair together to do an event.

*C. Major Donor calls*

Several members have at least attempted their calls, including 5 at the Resist office last week. So far, it has been a difficult campaign with mixed results. Carol will meet with a donor tomorrow for lunch and received a commitment from another donor for increased gifts in 2006 and 2007. Generally speaking, the most common responses from donors are that they cannot give more this year but may increase next year. Some have requested not be called in the future, others okay. Mixed bag. Overall, Board members could use some more encouragement and support. Carmen agreed to call folks after Carol provides her with a list of calls made and results so far.

Once this process is through, we need to evaluate how it has been – things to change or whether to repeat the process.

2. 40<sup>th</sup> Anniversary Committee update

*A. Review their minutes/draft proposal*

The 40<sup>th</sup> Anniversary Committee prepared a proposal that includes several events, hiring a consultant/event coordinator and suggests that this would be a major fund raising campaign. At this point, there is no campaign goal (in terms of fund raising). The committee should work closely with the 40<sup>th</sup> Committee on fund raising goals.

*B. Additional ideas re: Anniversary fund raising and planning*



Grace Paley agreed to call Bob Glassman at Wainwright Bank to encourage their sponsorship of anniversary events and planning. She will let him know that staff will present a specific proposal, but encourage him to fund it completely. Grace should also sign the cover letter of the proposal when its ready.

### 3. Discuss possible new fund raising plans

#### *A. Re-granting/Foundation outreach*

Carol is preparing an application for the Art Appreciation Fund which may include a request for some funds toward the anniversary, as well as general donor development. Hank will do some follow-up once the proposal is submitted. Also investigating other foundation possibilities.

#### *B. other: radio show, ad books, etc.*

Ty and Abby have been working to set up a regular radio show featuring Resist grantees. We should be in contact with the Communications Committee to see if this will pose any fund raising possibilities in addition to visibility.



**Grant Committee  
Minutes  
November 11, 2005**

**Present:** Amanda Matos-Gonzalez, Camilo Viveiros, Yafreisy Mejia and Robin Carton

**1. Weeding**

16 proposals were weeded out from the December cycle. There are still about 48 proposals still in the cycle.

*Future Action:*

Questions were raised about the number and content of grants received from groups working in Native American communities. Future discussions and action include: more outreach to activist groups; more discussion of the role of cultural preservation as a tool for organizing.

Questions were raised about the scope and funding for student-based groups. A brief review was done of past Board standards for university-based groups and the policy is listed below.

*Funding of university affiliated groups*

University affiliated groups will be considered after receipt of specific information about the amount and kind of funding the group receives from the University and whether RESIST funding will make a difference in their work.

**2. General Support Grants**

Yafreisy will lead a discussion with the Board on how the process has been to shift to general support grantmaking. Issues to discuss include: effectiveness of the new proposal in providing sufficient information and the Board's perspective on general support funding as a whole.

*Future Action:*

The Committee will begin to think pro-actively about how to move Resist's grantmaking forward. The Committee will spend several sessions working to shape a future board discussion on an analysis of Resist's vision for social justice and how this can be furthered in its grantmaking programs.

**3. Next Grant Committee Meeting Discussions**

The Committee will *review* the political focus sections of the application (particularly Question #11) in light of response by people of color groups. The Committee will try to determine if there are any patterns to responses and what this might indicate for changes required.

The Committee will also draft a proposal in response to the Board's inquiry regarding the efficacy of having Board members do some reference calls and if this would freeing staff for other work.

**4. Grant Meeting Dates for 2006**

Meetings will be held at 10:00 at the Resist office.

January 6

March 3

May 5

July 7

September 1

November 3



**Future Grant Committee Discussions:**

- a. *Review* of performance of multi-year grant program.
- b. *Analyze* outreach in connection with accessibility and TA grants.
- c. *Determine* what to do if an applicant fails to answer a question entirely
- d. *Add* a line on financial report on application asking for carryover amounts (surplus or deficit) from previous year
- e. *Discuss* f. *Discuss* the role of grantees in outreach and fundraising
  - how to be more explicit and public about receiving funding and how to give to Resist
  - how to enable grantees to meet potential donors (to encourage them to give/give more)



**December 2005  
Grant Committee  
Screening Meeting**

**1. BAYAN - US**

c/o Filipino Community Center, 35 San Jaun Avenue, San Francisco, CA 94112 Rachel Redondiez  
800/876-9794 secgen@bayanusa.org www.bayanusa.org

Funding for a national alliance of grassroots organizations fighting to advance the rights and welfare of working class Filipinos, linking the struggles of Filipinos in the US with others and serving as the overseas chapter of BAYAN - Philippines.

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

Comments:

Problematic reference. No position on reproductive rights. Unclear where they fall on their political focus. Seem to have links to sectarian groups. Lots of rhetoric

**2. Citizens Awareness Network - Vermont**

P.O. Box 132, Hancock, VT 05748 Chris Williams 802/767-4276 cevan@sover.net www.nukebusters.org  
Funding for an organization working to halt the re-licensing of Vermont Yankee Nuclear Power Plant and to make links between jobs and sustainable energy.

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

Comments:

Not a very detailed proposal.

**3. Colorado Committee on Africa and the Caribbean**

5161 Thrill Place, Denver, CO 80207 Annette Walker 303/329-5881

Funding for an organization working for divestment of US public monies from companies doing business in the Sudan

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

Comments:

Group is new and small. No broad progressive vision. No real information on collaborative work. They are planning a very large trip to Florida, Nassau or Mazatlan with no information on how it will be funded. Very sketchy application

**4. Counterpoise**

1716 SW Williston Road, Gainesville, FL 32608-4049 Bintou Sy-Savane 352/335-2200  
editor@counterpoise.info www.counterpoise.info

Funding for an international review journal for "social responsibilities, liberty, and dissent."

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

Comments:

A magazine. No organizing. Seems to be one person and seven rotating interns from the University of Florida.

**5. Gedakina**

655A Route 132, Norwich, VT 05055 Rick Pouliot 802/649-1968 www.gedakina.org

Funding for an organization that seeks to strengthen the cultural knowledge and identity of Eastern First Nations people to preserve their traditional homelands and sacred places.

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

Comments:

Not clear where organizing happens. Have mostly cultural and educational goals with some social service advocacy work



#### 6. Healthcare - Now

339 Lafayette Street, New York, NY 10012 Marilyn Clement 212/475-8350 [www.healthcare-now.org](http://www.healthcare-now.org)  
Funding for an organization that seeks to build a grassroots movement for single-payer universal national healthcare.

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

##### Comments:

Have a surplus of \$5500 from FY04. Diversity chart numbers don't add up. Still not exciting. Not clear where they are connected.

#### 7. Kansas City Iraq Task Force

912 East 31st Street, Kansas City, MO 64109 Kris Cheatum 816/523-7666 [www.kciraqtaskforce.org](http://www.kciraqtaskforce.org)  
Funding for organization that seeks to educate the public on U.S. foreign policy, using Iraq as a model.

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

##### Comments:

Answers are limited, not very detailed, and unexciting. Are working in a tough area. No depth of vision in political focus questions

#### 8. Massachusetts Interfaith Committee for Worker Justice

145 Tremont Street, Suite 202, Boston, MA 02111 Catherine Snedeker 617/482-4471  
Funding for group of faith leaders, faith communities and labor leaders seeking to promote dignity and just working conditions for all Massachusetts workers.

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

##### Comments:

Poor answers to question 11 show lack of depth of understanding of inter-relationships of oppression. Most application answers when on target are either glib or inconclusive. They lack of diversity, both racial and faith-based (most involved are Christian). No outreach to Muslim/Islamic communities. Seem mostly to respond to issues. Unclear how they connect to their base or to immigrant communities.

#### 9. National Youth Rights Association

P.O. Box 5882, Washington, DC 20016 Alex Koroknay-Palicz 301/738-6769 [www.youthrights.org](http://www.youthrights.org)  
Funding for a youth-led organization that fights for the civil rights and liberties of youth.

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

##### Comments:

No real analysis- they seem like they want rights for youth for the sake of rights. Limited response to Q. 11. Primarily working mostly to lower the voting age. No positions across issues, Do not have a sense of how struggles interconnect.

#### 10. New Day Peace Center

316 East Birch, Flagstaff, AZ 86001 Peggy Scurlock 928/773-7790 [www.flagstaffpeace.org](http://www.flagstaffpeace.org)  
Funding for an organization that promotes peace through outreach and public education.

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

##### Comments:

Claim to have access to schools. Very small. Almost no references in the local area. Not much information in the diversity chart; Resist grant would be almost entire budget.

#### 11. Patuxent Riverkeeper

18600 Queen Anne Rd, R Barn, Upper Marlboro, MD 20774 Fred Tutman 301/249-8200 [www.paxriverkeeper.org](http://www.paxriverkeeper.org)  
Funding for an organization seeking to restore the Patuxent watershed through better regulatory enforcement.

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

##### Comments:

Only one year old. Most information revolves around one member. Diversity numbers don't add up. Seem to get corporate support. Not clear where organizing happens. Want to spend \$2,500 on grassroots lobbying



**12. Peace & Justice Center of Sonoma County**

467 Sebastopol Avenue, Santa Rosa, CA 95401 Elizabeth Stinson 707/575-8902 [www.peaceandjusticesonomaco.org](http://www.peaceandjusticesonomaco.org)

Funding for an umbrella peace and justice group in Sonoma County.

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

Comments:

Seem to be able to get in to schools. Limited analysis seen in response to q. 11. Are fiscal sponsor for Next Generation but do not list any collaboration with them. Still not a lot of detail on collaborative work. Good reference contacts. Positive cash flow of \$13K last year.

**13. Pittsburgh Pride Theater Festival**

c/o Pittsburgh Playwrights Theatre Co, 542 Penn Ave, Pittsburgh, PA 15222 Judy Meiksin 412/521-7061

Funding for a festival spotlighting the work of local playwrights on glbt issues that is designed to attract a racially and culturally diverse audience.

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

Comments:

No organizing

**14. Student Environmental Action Coalition**

P.O. Box 31909, Philadelphia, PA 19104 Maren Cummings 215/222-4711 [seac@seac.org](mailto:seac@seac.org) [www.seac.org](http://www.seac.org)

Funding for organization that seeks to uproot environmental injustices (including economic, cultural and political).

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

Comments:

Still seem to be recovering from hiatus period. Not able to raise much funding in last few years. Claim a diverse board and volunteers but self-define as white majority. Only 27 members. Unclear where campaigns are being developed and implemented. Biggest piece of work seems to be internal anti-oppression analysis. Come back when campaigns are more developed.

**15. Translating Identities Conference**

c/o Free to Be, Billings Student Center B-163, Burlington, VT 05405 Jacsen Callanan 773/848-8925

[www.uvm.edu/~tic](http://www.uvm.edu/~tic)

Funding for an annual free conference focusing on gender and gender identity.

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

Comments:

2004 conference funded entirely by university--what's changed? No on-going work, although some impact from conference. No details on speakers, workshops. State cannot fill out diversity grid because all information is confidential.

**16. Wild Places**

P.O. Box 853, Springville, CA 93265 Mehmet McMillan 559/539-5263 [www.wildplaces.net](http://www.wildplaces.net)

Funding for an organization dedicated to habitat preservation and indigenous rights in the southern Sierra Nevada Mountain region.

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

Comments:

Didn't fill out diversity grid intentionally. No position on reproductive rights. Director is full-time unpaid. 2 part-time staff are paid. No analysis of diversity. Limited vision.



40<sup>th</sup> Anniversary Meeting  
Oct. 24, 2005

Present: Cynthia Bargar, Kay Mathews, Carol Schachet, Yafreisy Mejia (minutes)

**1. Report Back:**

In an effort to get a picture of what other organizations were or are doing around anniversary celebrations, we asked committee members to talk about the events their own organizations or places they are affiliated with have planned.

Cynthia talked about the Museum of African American History and its upcoming event; here are some of the points that were highlighted:

- (a) The 200 year anniversary is being tied to a capitol campaign
- (b) One of the outcomes of the anniversary is the restoration of the African Meeting house.
- (c) All of the outgoing mail is prefaced with the upcoming 200 year anniversary
- (d) The Museum has put or will put a full calendar of events up on the web page.
- (e) The Museum's goal is to fundraise 15 million, 4.5 of that going to restore the meeting house.
- (f) They have not hired a full time events person yet, but have a full time development person doing some of the initial work.

Cynthia also mentioned that in thinking about all this in recent calls to Resist donors, she suggest that we start talking to our donors about the 40<sup>th</sup> anniversary and really start to get people excited and thinking that this is a great time to start investing more money in the organization.

We also talked about tying the anniversary to the grants program and how that would be very enticing to our donors. It is also o.k. if not all donor monies goes to the grants program.

One of the ways to tie in the grants program is to increase the award amount from 3k to 4k and let donors know this will happen. Carol mentioned that what ever amount we go to, it needs to be sustainable after the 40th anniversary. We can capitalize on this and ask donors to help us make that possible.

We also can assure the board that this can be incremental.

Kay talked about City Life/ Vida Urbana's event; here are some of the highlights:

- (a) Had a special logo designed that went on everything, t-shirts, hats, letterhead, etc.



- (b) Had a series of events that led to a bigger one
- (c) Did a 30<sup>th</sup> anniversary mailing to major donors, asking them to underwrite parts of the event (s)
- (d) Asked donors why they supported the organization and put their responses up on the website
- (e) Had a "fieston" big fun party, a Reunion w/ founders, and a political meeting
- (f) Held an art auction, raised some money from this
- (g) At the reunion with the founders did a visioning exercise for the next 30 years (Kay is this clear?)
- (h) Created a new mission statement
- (i) Re-articulated their internal values

**2. Proposal:** Please see the attached initial proposal crafted by Carol. The committee liked the proposal and thought it should go to the board in December for a vote and further implementation. The following are clarifications and points to add to the original proposal before its presentation in December.

**A. Set up host committees in the cities where we want to have events.**

- ❖ Boston
- ❖ New York
- ❖ Seattle
- ❖ San Francisco

The committee established that fundraising will be a major part of the anniversary; however a goal amount needs to be affixed to that.

We also agreed that events are not big money makers in general, but we should still have them.

The committee is proposing 4 events to the board. Each city can make it as unique and creative as they want. Give the host committee leeway.

The events in each of these cities can be different and have different themes for example in Seattle we can do a small conference with a dinner afterwards. And have someone like Tides or Public Welfare underwrite the events and help pull resources.

Let's make the events fun like have an event in Seattle's museum of Rock'n Roll and have the music tie in to 1967. Have people buy in.

Propose to the board that in 2006 Resist hire someone to start organizing the host committee's. Boston would host the big party. We already have connections with people like Jan Strout in Seattle and Mandy Carter.

**B. Set up organizational committees into specific pieces of work.**



The committee decided that having existing committees do all of this work would be over-burdening these committees.

Instead the committee suggests having an overarching planning committee with task force. Each task force would do specific work in communications, history, publications, etc.

The Planning Committee would have one person on each task force. The planning committee would be staffed by the interim "events planner".

**C. Hire a part-time organizer to oversee the work of these committees.**

This person would coordinate and help the host committees in each city with their events. She/he would start planning in 2006.

Hire someone who is good at this, not just an intern type person. That person would come in the office 3 days a month. Hire someone for next year to start planning all of this.

Carol suggested that someone like Bob Glassman at Wainwright could underwrite something like this for Resist. Maybe 10k for the events planner in '06 and another 10k in '07.

Have Grace Paley call Bob at Wainwright and ask for Resist. We would offer them main sponsorship for 1 year.

**Next steps:**

Flesh out the formal proposal to be presented at the board meeting in December.

Mandy Carter will be joining committee

Contact Grace Paley

Gather names of potential event planners

Set next committee date, before December board meeting.

**Meeting Adjourned**



**TA Committee  
Minutes  
11/10/05**

**1. Outreach/ lack of proposals**

Are we not getting proposals b/c there is no need or b/c it's not on people's radars or b/c the application is not accessible?

What can we do to publicize this program more? Do we need to?

Outreach has been poor so far.

Ways to include outreach:

- mention TA grants in reference calls
- include eligibility in letters to grant recipients
- send a targeted e-mail to groups who are eligible

**2. Resource guides**

What will be our next topic and what needs to be done to create a new guide?

Need to update:

- Finding Funding
- TA Guide
- Media Resource Guide

Review and re-develop peace and anti-war resources already up on the website

Expand the section on counter-recruitment resource

*Action:* Becca will check with some of her colleagues for additional media funding resources.

*Action:* Yafreisy will look for an intern to help work on these issues

**3. Next steps in on-going TA work**

Is there a need for this committee to operate as a standing committee?

Does not need to meet as frequently. Perhaps quarterly. At some point it may make sense to role it in to the Grant Committee. Right now Grant Committee has new members and it is not a good time for them to take on more work.

If Committee meets quarterly it would be for review, reflection and maintenance of TA program. Vision for new work could be done quarterly given that there are not the finances or personnel to do new initiatives at this point.



**TA Committee  
Minutes  
3/17/05**

**Present:** Becca Howes-Mischel (chair), Robin Carton (minutes), Yafreisy Mejia

**1. Use of TA Grants**

Are TA grants meant to enable grantees to bring someone in or to go someplace to attend a training? What are the larger implications of how this money should be used?

*Current Guidelines for the program:*

In order to build movement infrastructure and capacity, RESIST will award current grantees up to \$500 to participate in technical assistance opportunities. This resource is for groups seeking help with training, consultation, or restructuring as they lay the groundwork to become stronger, dynamic organizations. Assistance may include, but is not limited to: board and staff development, fundraising, fiscal management, computer and software training, Internet activism, strategic planning and basic organizing skills.

*Questions raised:*

- What does Resist want to see come out of this- networking versus in-house training.
- How do we want to evaluate the best use of this relatively small amount of money?

*Next Steps:*

- a The Committee will continue this discussion as we get more TA requests and have a better ability to evaluate how this money is most needed.
- b We need to clarify the guidelines and outreach to be sure groups understand that they can use these funds to travel and attend conferences.
- c We will send information out to conference providers to let people know about the TA Grants.

**2. Outreach**

Only gotten one application so far. Robin will put together labels to do a direct mailing to groups that are eligible. Remind groups they can go at any point to trainings.

**3. Next steps in on-going TA work**

*Evaluation of TA Grants*

- do first one at six months. Look at applications, funding and whether grants fit in to larger mandate.
- do second one at one year- more in-depth

*TA Guide*

- Need to do updates to keep it current. Perhaps an intern could do it this summer.

*Resource Guides*

- Review and re-develop peace and anti-war resources already up on the website
- Expand the section on counter-recruitment resource