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Resist Board Meeting Minutes

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2-7-2010

### Resist Steering Committee Meeting, Feb. 7, 2010

Resist

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RESIST Board Meeting  
February 7, 2010  
Business Meeting Minutes

Present: Cynthia Bargar, Jennifer Bonardi, Melissa Cariño, Miabi Chatterji, Diana Digges, Warren Goldstein-Gelb, Becca Howes-Mischel, Kohei Ishihara, Ravi Khanna, Kay Mathew, Malika McCray, Yafreisy Mejia, Jim O'Brien, Christy Pardew, Dimple Rana, Carol Schachet, Ragini Shah, Camilo Viveiros, Jen Willsea.

1. **Decision:** December 2009 Board Meeting Minutes Approved

2. Review/Reflect/Evaluate Grantmaking

Some Questions to be addressed by Grantmaking Committee:

- a) There seems to be a lack on consistency in applying the Organizational Diversity criteria (rural/urban; states that have diverse populations and those that do not, etc.)
- b) Some organizing strategies need more discussion - online organizing, coffee houses, student organizing, GI Rights
- c) Do we always defer decisions when we do not have enough references? When do we decide on the grant anyway rather than differing them?
- d) How to address issues that come up when board members have a question about a group that has been screened out by the grants committee.
- e) Discussion around number of proposals at each meeting. Do we want to divide the proposals so not every board member has to read all the proposals?

3. Committee Business

I. Executive Committee

The Executive Committee thanked the Board R & R Committee – Cynthia, Ragini, Miabi and Ravi - for their work on the Board Retreat.

Robin will be on sabbatical starting June 15 – September 15. We need to find someone to fill in while she is gone. The person needs to start early enough to allow for some overlap between them.

The term for some current Board Officers on the Executive Committee will expire. We will need to elect new officers at the April Board Meeting. Members whose terms expire include: Jim (Treasurer), Kay (President), and Mark (At-large).

**Decision:** The Finance Committee nominated Becca for Treasurer. Approved Unanimously

We need to elect a President and an At-large member in April. R and R Committee will recruit for these positions.



## II. Finance Committee

RESIST ended last year with a deficit of about \$20,752. This is due to the Board's decision to spend some of the anticipated gift of 100K in 2009. The gift will not come in till after the year ended. The financial report presented at the meeting is a draft; numbers will change somewhat by the time the audit is completed.

The audit process this year is much more vigorous than in previous years due to changes in the law. There are many additional requirements including a greater review by the board. We had a grace period last year.

(Please see RESIST Finance Narrative for more on last year's finances)

Discussion on the Budget:

The Finance Committee is planning to propose a 3-5 year budget, which will allow us to do better long-term financial planning.

There were some concerns expressed about the percentage of money given out in grants. Question about whether there is a threshold below which we would not go?

What is the distinction between political education and fundraising? Is the goal of the website and newsletter to raise funds? From the early days of RESIST political education was seen as an important part of the program work of the organization. 90% of the website and the newsletter have a programmatic focus; therefore 90% of the expenses for them are on the Political Education (program) portion of the budget. The auditors make the final determination about percentages allocated to fundraising and political education.

**Decision:** 2010 Proposed Budget - Approved Unanimously

(Please see RESIST 2010 Budget Narrative for more on the 2010 Budget)

## III. Fundraising Committee

The Fundraising Committee is going to lead a Major Donor campaign from March 8 – April 30. There will be a major donor “ask” training, for board members who might be interested, on March 10 with Buzz Harris who is a fundraising consultant with RESIST.

The Spring Appeal will be mailed out on Feb. 22. Appeals are much more successful if they are personalized, including hand written addresses. Please stop by the office if you are able to help with this.

As part of the Major Donor Campaign, each Board Member will be asked to develop and maintain a personal relationship with a few donors. Malika will speak with individual board members about this.



There is going to be a fundraising House Party in NYC on April 11 or 18. Need folks to help on the planning committee. The event will be a Sunday Brunch.

#### IV. Communications Committee:

The Communications Committee passed out Newsletter Ideas for 2010. They are looking for suggestions for Authors & Articles.

People really like the two color Newsletters!

#### V. Grants Committee

Miabi will lead the political discussion at the April Board Meeting.

There was some discussion about notes from the political discussion portion of the Dec. board retreat. Some people were not sure if we should include names next to comments people made; something to consider for future political discussions.

#### VI. Board R. & R. Committee

There was a decision by the Board to have a standing Personnel Committee. The committee needs four members. Kay, Ravi and Melissa agreed to serve on the committee. R and R will recruit a fourth member.

The Personnel Committee will develop a job description for itself to bring back to the April Board Meeting. The Committee will conduct staff evaluations and do any follow-up that is needed and will look at staff roles/concerns.

The R and R Committee will consider options for grant review, based on discussion during the review/reflect on grantmaking. R and R will also consider ways in which to create space for all to speak during the meeting.

#### 4. Reflections on Board Meeting

- Liked the discussion on Finances
- Great Food
- Some people spoke more than others, specially during discussions on grants
- Create space for discussions when/if a comment is made that requires a response
- Great business meeting
- More time for discussion on Budget



## February 2010 Grant Decisions

### Multi-Year Grants

#### *Renewals*

**1. Fuerza Laboral - Power of Workers** **\$3,000**  
P.O. Box 202, Central Falls, RI 02863-0202 Gregory Pehrson 401/725-2700 [www.fuerza-laboral.org](http://www.fuerza-laboral.org)  
multi-year funding to empower immigrant and low-income workers to achieve fair, equal, and dignified working conditions.

**2. South Carolina Progressive Network** **\$3,000**  
P.O. Box 8325, Columbia, SC 29202 Brett Bursey 803/808-3384 [www.scpronet.com](http://www.scpronet.com)  
multi-year funding for a statewide coalition that works to create a grassroots mechanism for affecting public policy.

#### *New*

**3. Jobs with Justice - Rhode Island** **\$3,000**  
280 Broadway, #201, Providence, RI 02903-3007 Camilo Viveiros 401/454-4766 [www.rjwj.org](http://www.rjwj.org)  
for a coalition of labor, community, faith-based and student groups working for economic justice.

Decision: Full  
Comments:

### General Support

**4. Justice Committee** **\$3,000**  
P.O. Box 1885, New York, NY 10159 Loyda Colon 212/614-5343 [www.thejusticecommittee.org](http://www.thejusticecommittee.org)  
to build a movement against police violence and systemic racism through community education and direct action.

Decision: Full  
Comments: YouTube videos were very good. Good response re: reproductive rights/abortion position.

**5. Rhode Island HUD Tenant Project** **\$2,000**  
807 Broad Street, #132, Providence, RI 02907 Dania Flores-Heagney 401/270-1105 [www.rihudtenant.org](http://www.rihudtenant.org)  
to preserve affordable housing in Rhode Island by helping tenants of HUD-subsidized housing organize to save their homes.

Decision: Partial  
Comments: OTAG money is to enable tenants to organize- but money is running out. #11 is not strong.

**6. United Campus Ministry: Center for Spiritual Growth and Social Justice** **\$1,500**  
18 North College Street, Athens, OH 45701 Melissa Wales 740/593-7301 [www.ucmathens.org](http://www.ucmathens.org)  
to organize for social justice among faith-based communities and allies in Appalachian Southeast Ohio.

Decision: Partial  
Comments: Located in Appalachian Ohio. Strong supporter of lgbtq and reproductive rights since their beginning. Connect people to issues beyond themselves. Use an organizing tool that is appropriate to their community. Act as a bridge between the university and the town. Challenge students re broad justice based issues and town re: lgbtq and reproductive rights issues.



## Health/AIDS/Disability Rights

### 7. Civilian Medical Resources Network

309 Valverde Street, Taos, NM 87571 Howard Waitzkin 575/758-4647 [www.civilianmedicalresources.net](http://www.civilianmedicalresources.net)  
to organize around the unmet medical and psychological needs of GIs as a means of working towards peace and the reduction of militarism.

Decision: No

Comments: Has it moved beyond service? Unsophisticated answers to #11. Unclear if there is any discussion within the organization of the impact of immigration status on serving GIs and their access to health care. Need technical assistance to help them develop an organizing strategy. Need to expand political vision (especially answers to #4).

### 8. NARAL Pro-Choice Wyoming

P.O. Box 271, Laramie, WY 82073 Sharon Breitweiser 307/742-9189

to ensure that all women are guaranteed meaningful access to a full range of reproductive choices, through education, training, organizing, legal action and public policy.

Decision: No

Comments: Unclear where current race analysis is at. Have been a successful watchdog around anti-choice legislation in state. Planned Parenthood in Wyoming does not do abortions. Help people to cross state lines to get access. Need better application with details.

### 9. North Dakota Disability Advocacy Consortium

Defer

400 E Broadway, #402, Bismarck, ND 58501 Jim Moench 701/223-0347 [www.nddac.org](http://www.nddac.org)

to organize for full inclusion of persons with disabilities in their own home and community.

Decision: Defer

Comments: Do they have a broader social justice analysis. How do they work with other groups? Is there more than just a conference? As them to speak to their vision of justice. Need more references.

## Middle East

### 10. Al-Awda New York: Palestine Right to Return Coalition

Defer

7201 5th Avenue, Brooklyn, NY 11209 Lamis Deek 718/228-8636 [www.al-awdany.org](http://www.al-awdany.org)

to empower Palestinian and Arab immigrant communities to organize for human and legal rights, including the Palestinian right to return.

Decision: Defer

Comments: Did not address right of return in application. Are they sectarian? Unclear if work with other groups doing Middle East work- talk mostly about work with Malcolm X and DRUM. Need more information/references re: Palestinian activist groups in New York.

## Peace/Anti-Militarism

### 11. Fort Hood Support Network

\$3,000

1210 Norwood Road, Austin, TX 78722 Alice Embree 512/459-4819 [www.underthehoodcafe.org](http://www.underthehoodcafe.org)

to create a safe space for service-members, military families and veterans to discuss the hardships of military life, including command abuse, PTSD, sexual trauma, deployment, and GI rights.

Decision: Full

Comments: Support court martialled soldiers. Code Pink members on their board. Do they have a surplus? In the letter ask re: reproductive rights position/Hyde Amendment.



**12. Northwest Suburban Peace & Education Project****\$1,000**

3418 West Medill Avenue, Chicago, IL 60647-2422 Elizabeth Frank 773/292-0041 [www.nwsbpep.org](http://www.nwsbpep.org)  
to conduct counter-recruitment campaigns in public high schools located in the northwest suburbs of Chicago.

Decision: Partial

Comments: In two years have gained access to all 6 high schools in the district. Recognize their faults. Great reference. Little diversity given located in suburbs of Chicago.

**Prisoners' Rights****13. Coalition for Parole Restoration****\$1,500**

P.O. Box 1379, New York, NY 10013-0877 James Ritter 888/590-9212 [www.parolecpr.org](http://www.parolecpr.org)  
to assist people in prison in obtaining parole release and to assist formerly incarcerated persons and their families with transition and re-entry.

Decision: Partial

Comments: They work in coalition with groups doing important work in New York. Whole board is prison-affected. Interesting tactic to have prisoners do 12 hours of service with them upon release- but is it mostly service oriented?

**14. Prison Activist Resource Center****\$2,000**

387 17th Street, #208, Oakland, CA 94612 Taeva Shefler 510/893-4648 [www.prisonactivist.org](http://www.prisonactivist.org)  
to expose and challenge the institutionalized oppressions in the prison industrial complex.

Decision: Partial

Comments: Mostly an on-line resource. Families do tap in to it. Prisoners do not have access directly. Send paper mailings to prisoners inside. Get huge number of hits on their site.

**15. Students Against the Death Penalty****Defer**

1600 Wickersham Lane, #3084, Austin, TX 78741 Hooman Hedayati 210/601-7231 [www.studentabolition.org](http://www.studentabolition.org)  
to advocate for the end of the death penalty through public education and youth activism.

Decision: Defer

Comments: Is it really doing work outside of Texas? Need more references to speak to their national work.

**Women's Rights****16. New Mexico Women's Justice Project**

P.O. Box 25501, Albuquerque, NM 87125-5501 Terri Turner 505/999-1935 [www.nmwjp.org](http://www.nmwjp.org)  
to advocate for alternatives to incarceration by addressing the broad range of systemic barriers to social, economic and political justice faced by women, girls and their families in New Mexico.

Decision: No

Comments: Unclear if there are any ex-prisoners involved. Advocating "on behalf of" minorities. Do not recruit new members- selected by board. No prisoners or ex-prisoners in leadership.

**17. Women in Transition****\$3,000**

P.O. Box 1808, Louisville, KY 40201 Khalilah Collins 502/636-0160 [www.witky.com](http://www.witky.com)  
to organize for economic justice and rights for poor and working class people.

Decision: Full

Comments: Lost CCHD funding as a result of their stance on reproductive rights. Great references.

## Accessibility Grant

### 18. ADAPT- Colorado

**\$3,000**

201 South Cherokee Street, Denver, CO 80223      Babs Johnson      303/733-9324      [www.adapt.org](http://www.adapt.org)  
for an accessibility grant to enable people with disabilities to participate in organizing for full and equal access into all parts of society.

Decision:              Full

Comments:

Total Number of Grants:	14 general support grants; 3 multi-year grants; 1 accessibility grant; 13 not on agenda
Total Amount Requested:	\$54,000
Total Allocation for Cycle:	\$34,250
Total Grants:	\$17,000 general support grants; \$9,000 multi-year grants; \$3,000 accessibility grants
Total Allocated:	\$29,000
Total # of Grants Allocated:	8 general support grants; 3 multi-year grants; 1 accessibility grants
Total # of Grants:	12



## Not on the Agenda February 2010

### 1. 8centric

141 Dorchester Avenue, #310, South Boston, MA 02127 Jason Chou 617/872-4222 [www.8centric.org](http://www.8centric.org)  
to develop community leaders by identifying social issues and creating an effective strategy to address them.  
*Reason:* Projects: English conversational class; street clean up. Talk about "social issues" and non-profit proliferation without any specific details. No Board or oversight apparent. No significant political analysis. Asking for \$3,000- but budget for 2010 is only \$1,100. No links to activist groups.

### 2. All-Ages Movement Project

305 Harrison Street, Seattle, WA 98109 Kevin Erickson 206/965-8197 <http://allages.net>  
for a network of all-ages music spaces and youth music organizations working for social and cultural change.  
*Reason:* Making spaces for youth to share music by pooling resources and attempting to cross class lines. Unclear where actual organizing comes in. Have an advisory committee but no board. Have received a \$150,000 three year grant.

### 3. Black Radical Congress

P.O. Box 24795, St. Louis, MO 63115 Jessica Watson-Crosby 314/307-3441 [www.blackradicalcongress.org](http://www.blackradicalcongress.org)  
to create a radical agenda among African American activists and scholars on the Left.  
*Reason:* No real agenda other than to "be present" at the US Social Forum in Detroit. Have a biannual convention. Sounds as though local organizing committees are active- but unclear how national plays a role. Answers re: political focus are not sophisticated. No financial information.

### 4. Boston Interpreters Collective

81 Melville Avenue, Dorchester, MA 02124 Corry Banton 617/999-0888 [www.interpreterscollective.org](http://www.interpreterscollective.org)  
to work towards language equity by providing support to non-native English speaking parents who have children in the Boston Public Schools and community-based multilingual groups working for justice.  
*Reason:* Most of work is service based. While mention collaborations- work still seems to be more in realm of service. No charge for services. No significant discussion of the impact of language barriers or immigration status. No position on reproductive rights/abortion. No detailed political analysis. No analysis of impact of US or local policy on public schools, education reform, service loss, etc. No real analysis of disability issues and position (only "as the need arises"). Looking to go from a \$350 budget to a \$34,000 budget without any income plan.

### 5. Democratic World Federalists

55 New Montgomery Street, #225, San Francisco, CA 94105 John Sutter 415/227-4880 [www.dwfed.org](http://www.dwfed.org)  
to advocate a democratic, republican, secular, federal system of governing the world as a means to end wars and crimes against humanity.  
*Reason:* Don't get me started ... "We would welcome more diverse activists. One of the problems in attracting them is a lack of interest in world governance by many persons of other backgrounds." Out of 125 members, 120 are white.

### 6. Feminist Action Project

c/o Gender and Sexuality Center, 1 University Station, A4400, Austin, TX 78712 Kalee Gower 281/723-2403  
to develop a feminist activist conference that will focus on global justice, equality, global feminisms and activism.  
*Reason:* Students who are trying to expand on classroom learning. No web site to help plan conference. Application reads like a class project.

### 7. Food for Maine's Future

3 Flower Farm Lane, Sedgwick, ME 04676 Bob St. Peter 207/615-5151 [www.foodformainesfuture.org](http://www.foodformainesfuture.org)  
for a food and farm advocacy organization and part of the international movement for food sovereignty.  
*Reason:* Almost all white. No discussion of outreach for diversity- new immigrants (both farmers and non-farmers), migrant farmworkers. No specific class analysis. No position on reproductive rights/abortion- a problem given health issues associated with genetically modified organic material.



#### **8. Frozen Film Festival**

564 Market Street, #401, San Francisco, CA 94104

415/399-9895 [www.frozenfilmfestival.com](http://www.frozenfilmfestival.com)

to create venues for independent musicians & filmmakers to exhibit their work, build skills and highlight their talents.

*Reason:* Did not respond directly to application questions. No contact person. No organizing. No answers to #11. Diversity grid unusable.

#### **9. Kongo**

1212 Ocean Avenue, #5A, Brooklyn, NY 11230 Oneza Lafontant 718/670-3747

to provide cultural music workshops in afterschool programs, interactive performances at cultural institutions and drumming for protests, campaigns and community forums.

*Reason:* Mostly service based. Does provide some back up for activists- but no organizing. Total budget is \$3,890.

#### **10. Michigan Peaceworks**

120 1/2 West Liberty, Ann Arbor, MI 48104 Laura Russello 734/761-5922 [www.michiganpeaceworks.org](http://www.michiganpeaceworks.org)

to work towards peace, democracy, civil right and civil liberties by taking action and educating the community at the local and state level on U.S. foreign and domestic policy.

*Reason:* Just rejected in June. No change in analysis or organizing. Diversity grid shows no movement. Avoid stating a position on reproductive rights.

#### **11. Prax(us)**

304 Elati Street, Denver, CO 80223 Dara Burwell 720/251-3263 [www.praxus.org](http://www.praxus.org)

to address the root causes of domestic human trafficking and exploitation through community organizing, policy work and education; and to provide direct services to youth via a street outreach program.

*Reason:* Majority of work is direct human services. Additional component is training service providers and community members about human trafficking work. Conduct intervention via a street outreach program using a harm reduction model. Do not have any real leadership from affected youth or people of color. All board members are white. 55% of youth served are youth of color. Incomplete information on three staff. Active volunteer numbers do not add up. Only 2 people under 21 involved - and as volunteers. Expect to almost double budget- majority based on government contracts for service.

#### **12. Prisoners Literature Project**

2022 Blake Street, Berkeley, CA 94704 Jeanette Lewicki 415/672-7858

to distribute free progressive books and prison activist resource guides to prisoners across the US.

*Reason:* No organizing. No data for Board members or key decision makers.

#### **13. Think Outside the Bomb**

P.O. Box 4099, Albuquerque, NM 87196 Chellsea Collogne 505/242-0497 <http://totbtour.wordpress.com>

to educate and mobilize young people to actively resist nuclear weapons and power.

*Reason:* Spent \$15,000 on a 4 day conference for 50 people. Majority white. No position on reproductive rights. Not actually collaborating with local groups actively engaged at Los Alamos (e.g. Los Alamos Study Group, Embudo Valley Environmental Monitoring Group, Citizens Concerned for Nuclear Safety, etc.). Talk the talk- but do not appear to walk the walk.



**RESIST**  
**Board Meeting**  
**Chair and Minutes Schedule**  
**2010**

<b>Month</b>	<b>Business Facilitate</b>	<b>Business Minutes</b>	<b>Grants Facilitate</b>	<b>Grants Minutes</b>	<b>Food</b>	<b>Food</b>	<b>Political Discussion</b>
<b>February 7</b>	Cynthia	Ravi	Becca	Robin	Jen W.	Camilo	Melissa
<b>April 3</b>	Jen B.	Kay	Dimple	Robin	Kohei	Ragini	Miabi
<b>June 6</b>	Melissa	Marc	Sarath	Robin	Jim	Guillermo	Diana
<b>August 7</b>	Miabi	Jen B.	Jen W.	Robin	Dimple	Yafreisy	Warren
<b>October 3</b>	Diana	Guillermo	Becca	Robin	Sarath	Christy	Ravi
<b>December 5</b>	Warren	Carol	Kohei	Robin	Cynthia	Kay	Yafreisy



# RESIST

## Board Meeting Chair and Minutes Schedule 2010

	February	April	June	August	October	December
Cynthia Bargar	Business Facilitate					Food
Jennifer Bonardi		Business Facilitate		Business Minutes		
Melissa Carino	Political Discussion		Business Facilitate			
Robin Carton	Grants Minutes	Grants Minutes	Grants Minutes	Grants Minutes	Grants Minutes	Grants Minutes
Miabi Chatterji		Political Discussion		Business Facilitate		
Diana Digges			Political Discussion		Business Facilitate	
Warren Goldstein-Gelb				Political Discussion		Business Facilitate
Becca Howes-Mischel	Grants Facilitate				Grants Facilitate	
Kohei Ishihara		Food				Grants Facilitate
Ravi Khana	Business Minutes				Political Discussion	
Kay Mathew		Business Minutes				Food
Malika McCray				Food		
Yafreisy Mejia						Political Discussion
Marc Miller			Business Minutes			
Jim O'Brien			Food			
Christy Pardew					Food	
Guillermo Quinteros			Food		Business Minutes	
Dimple Rana		Grants Facilitate		Food		
Carol Schachet						Business Minutes
Ragini Shah		Food				
Sarath Suong			Grants Facilitate		Food	
Camilo Viveiros	Food					
Jen Willsea	Food			Grants Facilitate		



Robin Carton  
9 Summit Street  
Somerville, MA 02144

January 20, 2009

Executive Committee  
Resist, Inc.  
259 Elm Street, #201  
Somerville, MA 02144

Re: Request for a Leave of Absence

Dear Kay, Marc, Jim and Christy,

I would like to request a leave from my position here at RESIST for a period of three months. In order to minimize impact on the staff, Board and the organization itself- I request a leave from June 15, 2010 until September 15, 2010. During that time I would be available to assist staff with any specific issues that may arise, but I would not participate in the August Board meeting. During this period of time, I would use six weeks of my accumulated leave and take another six weeks of unpaid time.

In order to ensure a smooth transition, I have spoken to Catherine Joseph to discuss her availability during that time. Unless she has already taken a permanent position, she has indicated that she would be willing to cover my absence.

The cost for Catherine to cover for twelve weeks at \$30/hour would be \$12,000. The unpaid portion of my salary for that period would be \$6,853. The cost to RESIST would be approximately \$5,147.

I hope that you will consider this request favorably and I look forward to discussing it with you. Please feel free to call me if you have any questions.

Sincerely,

Robin Carton



1/6/2010

Malika, Christy and Robin met today regarding our workloads. The following tasks are ones that need to get done- but that we are unable to manage. By having Catherine Joseph take on the following pieces of work, we feel that we can reduce printing and copying costs, improve donor relations and streamline office functioning. Given the returns we expect to see, we feel that this would be a reasonable investment in this period of time.

Let us know if we can provide more information.

Robin

### **Proposal for Additional Time for Catherine Joseph - 2010**

#### **Fundraising Tasks**

1. Revise Sage database to reflect additional names of donors to avoid duplication and unnecessary postage/printing fees.

18 hours at \$25.00/hour = \$450.00

2. Edit "Caddy Items" in Sage to ensure donor preferences are honored and reduce paper costs during the transition to e-fundraising campaigns.

22 hours at \$25.00/hours = 550.00

3. Assist in year end reporting and acknowledgment- for donors, audit and budget purposes.

25 hours at \$25.00/hour = 625.00

#### **Non-Fundraising Tasks**

1. Coverage during re-entry period for Yafreisy, including reference calls, payables and general office tasks.

15 hours at \$25.00/hour = 375.00

2. Newsletter correspondence and subscription requests from prisoners.

5 hours at \$25.00/hour = \$125.00

Total Cost = \$2,125



**RESIST Finance Narrative**  
**January 1, 2009 to December 31, 2009**  
*Accompanies Statement of Net Assets and Statement of Activities*

## **BIG PICTURE**

Our *net income* (income less expenses) for January 1, 2009, through December 31, 2009, was a *loss* of about \$20,752. In our annual budget for this time period, we expected to have a net gain of \$5,542.

*Income* is higher than expected by \$48,353. *Expenses* are approximately \$74,647 more than anticipated. This means we have a difference of approximately \$26,294 between where we expected to be at this time and where we actually are. Overall, revenue is down from direct mailings: \$21,226 from internal mailings \$2,893 from prospect returns. In contrast, special contributions are up significantly: unsolicited donations are up about \$22,024 and bequests are up \$21,227. The most significant increase in expense line items is a Board authorized expenditure of an additional \$30,000 on grant awards.

Bottom line: Based on these figures, the Finance Committee has only minimal recommendations for amendments to the draft annual budget for 2010.

## **STATEMENT OF NET ASSETS (ITEM A)**

At this time, we have assets of approximately \$514,631. This is about \$20,000 less than we had in 2008. The decrease in assets is primarily due to an increase in expenses over revenue in 2009.

## **STATEMENT OF NET ACTIVITIES (ITEM B)**

### ***Revenue:***

Revenue is about \$48,402 higher than budgeted: \$718,652 actual vs. \$670,250 in the budget.

#### Gifts and Pledges: \$37,196 higher than budgeted

- *Internal mailing* contributions are approximately \$21,226 less than budgeted. Income from the pledge program is approximately \$6,662 lower than expected; appeals to current donors are \$12,435 lower than expected and revenue from the *Newsletter* is about \$2,129 less than expected. It appears that these drops in revenue are correlated with reduced giving on the part of donors in response to current economic conditions.
- *Prospect mailing* contributions are \$2,893 lower than expected.
- *Special Contributions* are \$56,539 higher than budgeted. Unsolicited contributions were higher than expected (\$22,024 over budget) and bequests were \$21,227 over budget.
- *Special Events Income* is \$4,776 higher than anticipated based upon the returns from the auction (\$13,119), donations from an event held by Red Sun Press (\$1,519), a house party (\$2,486) and a raffle of Red Sox tickets (\$330).



Investment Income: \$13,763 more than budgeted

- *Interest and dividends* are \$6,474 lower than budgeted.
- *Realized gains or losses* on the sale of investments are \$9,621 less than budgeted based on the sale of a California Bond in the Bequest Fund at below 100% of value.
- *Unrealized gains or losses* on investments are \$29,857 more than budgeted as a result of a rise in the stock market.

**Expenses:**

Expenses are about \$74,647 more than budgeted: \$739,405 actual vs. \$664,758 in the budget.

Fundraising expenses: \$21,707 more than budgeted

- *Internal mailing costs* are about \$12,933 more than the budgeted amount. This reflects approximately 7,000 in costs for 2008 that were paid in 2009 and not attributed back. It also includes the Board decision to utilize funds from the Marianne Wells Estate to increase mailings to lapsed donors and pledge consultant costs of \$1,755.
- *Prospect mailing costs* are \$6,837 more than expected given the Board's decision to allocate \$7,000 from the Wells Estate in 2009.
- *Other Fundraising Costs* are approximately \$253 less than expected given lower administrative fees incurred and the cost of promo t-shirts has not yet been allocated.

Program expenses: \$42,097 more than budgeted

- *Grants Awards* are \$40,043 more than budgeted. This reflects the Board decision to allocate \$30,000 from the Wells Estate to increase grantmaking in 2009 and three checks for 2008 grants that were re-issued in 2009.
- *Grant Program expenses* are over budget by \$2,419. This reflects postage, printing and equipment rental costs that are now directly allocated as program expenses.
- *Newsletter costs* are \$435 less than budgeted.
- *Web site expenses* are \$70 more than budgeted.

Administrative Expenses: \$10,343 more than budgeted

- *General and Administrative expenses* are \$4,919 more than budgeted. \$6,200 represents increases in accounting costs as a result of charitable registration requirements and onerous changes in federal tax filings. \$6,016 represents temporary help costs for Catherine Joseph to cover Yafreisy's maternity leave.
- *Personnel and Health Insurance expenses* are \$4,743 more than budgeted. There is an additional week of salary allocated in 2009 since paychecks were written on 12/31/09, but the pay period ended on 1/2/10. This may be re-allocated during the audit process. There is also approximately \$3,000 in pre-paid health insurance for 2010 that should be re-allocated during the audit as well.



**RESIST, INC.**  
**Statement of Activities - Short Form**  
**For the Period Ended December 31, 2009**

	<u>YTD ACTUAL 2009</u>	<u>ANNUAL BUDGET</u>	<u>+/- BUDGET</u>
<b>SUPPORT AND REVENUES</b>			
Gifts and Pledges			
Internal Mailings	377,774	399,000	(21,226)
Prospecting Mailings	45,107	48,000	(2,893)
Special Contributions	253,139	196,600	56,539
Special Events Income	17,526	12,750	4,776
Total Gifts and Pledges	<u>693,546</u>	<u>656,350</u>	<u>37,196</u>
Investment Income			
Interest and Dividend Income	5,026	11,500	(6,474)
Realized and Unrealized Gain/(Loss)	20,337	100	20,237
Total Investment Income	<u>25,363</u>	<u>11,600</u>	<u>13,763</u>
Other Support and Revenue	(256)	2,350	(2,606)
<b>TOTAL SUPPORT AND REVENUES</b>	<u><b>718,653</b></u>	<u><b>670,300</b></u>	<u><b>48,353</b></u>
<b>EXPENSES</b>			
<b>Fundraising Costs</b>			
Internal Mailings	43,643	30,710	12,933
Prospecting Mailings	51,617	45,067	6,550
Special Event Costs	3,027	500	2,527
Other Fundraising	2,422	2,725	(303)
Total Fundraising Costs	<u>100,709</u>	<u>79,002</u>	<u>21,707</u>
<b>Program Services</b>			
Communications Program			
Newsletter Costs	35,835	36,270	(435)
Website and Internet	1,570	1,500	70
Total Communications Program	<u>37,405</u>	<u>37,770</u>	<u>(365)</u>
Grants Program			
Grant Awards	279,043	238,500	40,543
Grant Program	4,119	1,700	2,419
Total Grants Program	<u>283,162</u>	<u>240,200</u>	<u>42,962</u>
Total Program Services	<u>320,567</u>	<u>277,970</u>	<u>42,597</u>
Administrative Costs			
Personnel	233,804	229,061	4,743
General and Administrative	82,094	77,175	4,919
Board Expenses	2,231	1,550	681
Total Administrative Costs	<u>318,129</u>	<u>307,786</u>	<u>10,343</u>
<b>TOTAL EXPENSES</b>	<u><b>739,405</b></u>	<u><b>664,758</b></u>	<u><b>74,647</b></u>
<b>CHANGE IN NET ASSETS</b>	(20,752)	5,542	(26,294)
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u><b>535,383</b></u>	<u><b>535,383</b></u>	
<b>NET ASSETS, END OF YEAR</b>	<u><u><b>514,631</b></u></u>	<u><u><b>540,925</b></u></u>	



## RESIST

### 2010 Budget Narrative - Draft

#### 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 that:

1. All restricted funds must be maintained at current principal levels. The RESIST Funds Account includes: the Loan Fund, the RESIST Endowment, the Holmes Memorial Fund and the Cohen Memorial Fund. Currently, this account totals approximately \$135,617.
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.

In **2006** the Board voted that:

##### 1. Bequest Income

Income generated from investment of the principal of Phil Schleimer's bequest may be considered part of RESIST's regular income stream and can be used for general operating expenses.

##### 2. Bequest Principal

The principal of Phil Schleimer's bequest can only be used for the specific purpose of developing long term and sustainable programs (e.g. a major donor program). Any amounts used from the principal to fund these programs must be returned within a reasonable period. An appropriate use of the principal assets for long term and sustainable programs should be determined on a case-by-case basis by the Finance Committee. The principal should not be used to augment RESIST's regular income stream and pay for general operating expenses.

##### 3. Ordinary Expenses and Income

In order to engage in appropriate fiscal management and ensure the long-term health of the organization, the Board must ensure that ordinary income is sufficient to cover ordinary expenses. In the event that ordinary income is incapable of covering ordinary expenses, the Board should either raise additional income or cut expenses.

In **2007** the Board voted to:

Balance the FY08 budget utilizing approximately \$41,000 of the Phil Schleimer bequest principal to offset new development costs. The Board voted that this amount be re-paid to the Fund within three years.

In **2009** the Board voted on the use of the distribution of \$100,000 from the Estate of Marianne Wells as follows:

1. Use \$50,000 to boost the remaining 3 grant cycles of 2009 and use any leftover funds in 2010.
2. Use \$10,000 to upgrade and make changes to the *Newsletter* and the website.
3. Use \$3,000 in 2010 to increase the Newsletter budget for printing expenses.
4. Use \$28,100 to implement a major donor program and boost direct mail efforts.

The FY'10 Budget takes these policies into account and reflects that RESIST can no longer spend down its assets.

## FY 2010 Special Notes

### *Major Donor Solicitations and Program Costs*

This budget reflects projections of an increase in income of 5% from current major donors in 2010 (approximately \$10,000). Major donors are defined as donors giving over \$500 in a single year. The Fundraising Committee has been analyzing major donor giving and is basing this assessment on implementation of a new major donor campaign in 2010. Increases will be shown in this budget across categories, rather than in a single line item.

While this budget currently reflects income anticipated from the new major donor program, it also includes expenses- which should total approximately \$6,000. At this time, these expenses are in the Travel and Meeting section under General and Administrative Expenses.

### *Special Event Income/Expenses*

This budget reflects a financial request of \$500 for expenses related to planning or hosting special events such as house parties in 2010. It includes revenue projections of \$6,500 from special event fundraising- \$500 from a raffle of Red Sox tickets and \$6,000 from house parties.

### *Professional Fees/Accounting*

There have been and will continue to be significant increases in this line item. These increases are due to: 1) costs affiliated with charitable registration in each state; and 2) increased oversight required by the IRS. At the direction of the Finance Committee, Meredith Smith has been handling the initial and annual registrations. It would have cost over \$6,000 annually to contract this out- but Meredith will have billed approximately \$2,500 for this task. The IRS has dramatically increased the level of scrutiny required by auditors for nonprofit organizations. This means that the amount of information that RESIST must provide to Linda Smith will increase as well as the corresponding time she will be required to spend reviewing and testing the data. Because of our size, RESIST had an extra year to comply with the new standards- but in 2010 the new standards will be in place.

### *Benchmarks:*

In the past, RESIST's direct grant program and communications 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 not been able to remain stable as other costs have increased. As a result, direct program expenses are now approximately 41% of the annual budget, our long term goal is to bring this ratio back up to 50% or more.

### *Bottom Line*

This surplus budget reflects a surplus based upon the anticipation of a \$100,000 bequest from the Estate of Marianne Wells, which should be disbursed in March 2010. This budget will need to be re-visited after: 1) FY09 income and expenses are finalized; and 2) finalization of major donor program expenses to determine if additional changes are needed.



## Income

### *Income Projections*

*Internal and External mailing Income:* Increases predicted from internal and external mailings total 15% (\$64,061 more than received for FY09). Pledge income is projected to increase by 11% (\$15,003) based upon pledge drives, electronic funds transfers, credit card gifts and list clean up. Newsletter income is projected to rise by 14% (\$6,734) as donors have adjusted to the reduction in *Newsletter* issues and in response to the hiring of a dedicated communications staff person. Renewal mailing income will increase by 16% (\$30,560) based upon improving market conditions and lowered job loss predictions in FY10. Increased numbers of donors retained through prospect mailings and better coordination of *Newsletter*, house and prospecting solicitations will assist in this projection. Prospect income is projected to increase by 26% (\$11,764) based upon current economic trends and response rates. RESIST conducted three prospect appeals in 2007, two appeals in 2008 and 2009 and will only conduct two in 2010. However, the prospect mailings in 2010 will be to larger numbers of people and will include development of a new fundraising package.

*Special Contributions:* Unsolicited donations are expected to decrease by approximately 10% (\$18,259) from FY09 budget projections. Foundation dollars are expected to decrease by \$7,000 with continued \$10,000/year donations from the Bardon-Cole Foundation. Bequests will increase \$68,773 based upon the anticipated distribution from the Estate of Marianne Wells. As a result, Special Contributions will show an increase of \$44,676

*Board Fundraising:* Board fundraising is no longer an integral part of the budget (approximately \$2,000). In FY09 it does not appear that members will meet their fundraising goals; the FY10 budget reflects this.

*Special Event Income:* Income from Special Event fundraising is projected at \$6,500. It includes revenue projections of \$6,000 from house parties and \$500 from an on-line raffle of Red Sox tickets.

*Investment Income:* Projected \$1,500 increase in comparison to FY09 based on current market projections.

*Sales:* T-shirts sales are projected to increase \$362 with the addition of a new t-shirt line.

*Restricted Income:* In 2008 the Board voted to set up an additional named fund in Memory of Sharon Kurtz, a RESIST donor who passed away in FY08. The budget reflects a projection of an additional \$1,000 to be raised in FY10. \$150 represents annual contributions to the Holmes Memorial Fund.

*Total Income:* Projection is for approximately \$87,228 more in revenue in comparison to FY09 (a 12% increase). The majority of this increase is from bequests, with the remaining \$36,000 income increase from RESIST's ongoing fundraising strategies.

### *Fund-raising Strategies Proposed for 2010*

RESIST's income to expense ratio has decreased over the last few years (with the exception of increased 40<sup>th</sup> Anniversary giving in 2007). 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 general elections, political crisis and natural disasters. 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 outreach to potential major donor and corporate sponsors.*

Implement a new long-term sustainable income stream. Board members should work in conjunction with Malika to make calls to current major donors.

2. *Expand the base through expansion of prospect mailing program.*

RESIST will 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 FY10 budget.

3. *Hold two house parties to increase giving*

4. *Expand Use of Electronic Technology to Increase E-Giving*

Given the drop in giving from e-newsletter recipients, expand the use of electronic technology to increase donations from e-newsletter recipients and other donors. This will go hand-in-hand with the upgrades to the web site.

## **Expenses**

### **Fundraising Costs**

*Renewal Mailings:* A 5% increase in costs (\$1,816) reflects higher printing, postage and mailhouse expenses.

*Prospect Mailings:* A 6% increase in costs reflects two mailings that will be sent out in FY10 to a larger number of recipients. This may also impact income and should be monitored.

### **Program Costs**

*Grants:* Grantmaking will be level funded. These funds are part of the 2010 Board allocation from the Wells Estate. This budget includes funding for Holmes, Kurtz and Salzman grant awards.

*Communications:* Newsletter costs are anticipated to increase by approximately \$1,465. This maintains four of the six issues at eight pages in length rather than the standard twelve and reflects printing and postage increases. \$3,000 is also allocated to a consultant from the Marianne Wells bequest to assist with shaping RESIST's message for the public. Web site and internet costs include an additional \$7,000 approved by the Board for web redesign and migration costs.

### **Administrative Costs**

*Personnel:* A 2% increase in this line item of \$3,901 primarily reflects a small staff raise and health insurance cost increases. FY09 salaries reflect a 2% raise, but do not contain a cost of living adjustment. The Bureau of Labor Statistics is currently predicting no cost of living increase over 2009. Health insurance is predicted to have a \$3,000 increase in FY10.

*State Filing Fees:* Represents the costs of annual charitable registration fees.

*Administrative Fees:* This line item represents fees paid for e-fundraising to Groundspring and Network for Good. It also includes credit card processing fees paid to Sage.

*Equipment Rental and Maintenance:* This line item reflects rental fees for the copier; Pitney Bowes postage meter; and Poland Spring water cooler. The copier and postage meter costs have been allocated across categories (grants, fundraising and administration). These items do not reflect significant increases over current costs.

## **Additional Information**

The FY2010 Budget reflects a surplus based upon the anticipated receipt of the bequest from the Estate of Marianne Wells. Given the need to re-pay the \$41,000 taken from the Schleimer Fund - the Board should consider establishing an amount as the third installment on re-paying the loan.



**RESIST**  
2010 Budget - 2nd Draft

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>Budget 2009</b>	<b>FY09 YTD</b>	<b>Budget 2010</b>	<b>% Change</b>
<b>Income</b>							
Internal Mailings	\$353,748	\$369,067	\$381,280	\$399,000	377,774	\$430,071	108%
Prospect Mailings	\$49,499	\$62,166	\$58,955	\$48,000	45,107	\$56,872	118%
Special Contributions	\$176,916	\$212,309	\$213,022	\$196,600	253,139	\$297,814	151%
Special Events	\$15,700	\$114,392	\$2,333	\$12,750	\$17,526	\$6,500	51%
Investments	\$192,616	\$29,014	(\$38,494)	\$11,600	\$25,362	\$12,500	108%
Other	\$5,084	\$5,678	\$5,099	\$2,300	(\$256)	\$2,125	92%
<b>Total Income</b>	<b>\$793,562</b>	<b>\$792,626</b>	<b>\$622,195</b>	<b>\$670,250</b>	<b>\$718,652</b>	<b>\$805,882</b>	<b>120%</b>
<b>Expenses</b>							
<i>Fundraising</i>							
Internal Mailing Costs	\$19,607	\$22,771	\$28,031	\$30,710	\$43,643	\$45,075	147%
Prospect Mailing Costs	\$49,319	\$64,269	\$50,301	\$45,067	\$51,617	\$54,500	121%
Event Costs	\$0	\$38,540	(\$900)	\$500	\$3,027	\$500	100%
Misc. Fundraising Costs	\$2,855	\$1,561	\$2,526	\$2,675	\$2,422	\$2,375	89%
<b>Total Fundraising Costs</b>	<b>\$71,782</b>	<b>\$127,141</b>	<b>\$79,958</b>	<b>\$78,952</b>	<b>\$100,709</b>	<b>\$102,450</b>	<b>130%</b>
<i>Program</i>							
Grants	\$302,095	\$308,641	\$265,324	\$238,500	\$279,043	\$279,000	117%
Grants Program	\$2,773	\$2,710	\$2,860	\$1,700	\$4,119	\$5,230	308%
Newsletter	\$27,094	\$33,887	\$37,280	\$36,270	\$35,835	\$40,300	111%
Website	\$1,209	\$1,124	\$1,482	\$1,500	\$1,570	\$8,500	567%
<b>Total Program Costs</b>	<b>\$333,170</b>	<b>\$346,362</b>	<b>\$306,946</b>	<b>\$277,970</b>	<b>\$320,567</b>	<b>\$333,030</b>	<b>120%</b>
<i>Other</i>							
Personnel	\$181,305	\$192,029	\$233,406	\$229,061	\$233,804	\$237,705	104%
General and Administrative	\$65,611	\$76,168	\$82,793	\$77,175	\$82,094	\$96,610	125%
Board Expenses	\$1,712	\$1,815	\$1,385	\$1,550	\$2,232	\$1,900	123%
<b>Total Other Costs</b>	<b>\$248,628</b>	<b>\$270,012</b>	<b>\$317,584</b>	<b>\$307,786</b>	<b>\$318,130</b>	<b>\$336,215</b>	<b>109%</b>
<b>Total Expenses</b>	<b>\$653,580</b>	<b>\$743,515</b>	<b>\$704,488</b>	<b>\$664,708</b>	<b>\$739,406</b>	<b>\$771,695</b>	<b>116%</b>
<b>Total Income (Loss)</b>	<b>\$139,983</b>	<b>\$49,111</b>	<b>(\$82,293)</b>	<b>\$5,542</b>	<b>(\$20,754)</b>	<b>\$34,187</b>	<b>617%</b>
<i>Other Income/Expense</i>							
Receivables	\$370,059	\$28,759	\$0	\$0	\$2,615	\$0	100%
<b>Net Income (Loss)</b>	<b>\$510,042</b>	<b>\$77,870</b>	<b>(\$82,293)</b>	<b>\$5,542</b>	<b>(\$18,139)</b>	<b>\$34,187</b>	<b>617%</b>

**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009 Budget</u>	<u>2009 YTD</u>	<u>2010 Budget</u>	<u>Change</u>
<b>Income</b>							
<b>Internal Mailings</b>							
Pledges	132,425	154,284	140,008	147,000	140,338	155,341	111%
Newsletter	33,248	37,883	42,725	52,000	49,871	56,605	114%
ABC/House mailings	188,075	176,900	198,548	200,000	187,565	218,125	116%
<b>Total Internal Mailings</b>	<u>353,748</u>	<u>369,067</u>	<u>381,280</u>	<u>399,000</u>	<u>377,774</u>	<u>430,071</u>	<u>114%</u>
<b>Prospecting</b>	49,499	62,166	58,955	48,000	45,107	56,871	126%
<b>Special Contributions</b>							
Bequests	0	0	44,862	30,000	51,227	120,000	234%
Board Fundraising	1,690	1,834	900	5,000	100	2,000	2000%
Employer Matching Grants	1,081	341	740	600	293	400	137%
Foundations	30,000	0	2,000	3,500	22,000	15,000	68%
Unsolicited	143,845	198,285	155,745	155,500	177,524	159,265	90%
Holmes Memorial Fund	600	150	150	150	150	150	100%
Kurtz Memorial Fund	0	0	8,625	1,850	1,845	1,000	54%
<b>Total Special Contributions</b>	<u>177,216</u>	<u>200,610</u>	<u>213,022</u>	<u>196,600</u>	<u>253,139</u>	<u>297,815</u>	<u>118%</u>
<b>Special Event Income</b>							
Auction	0	13,179	200	10,000	13,119	0	0%
Advertising	0	8,976	0	0	0	0	
Corporate Sponsors	1,500	2,750	956	0	1,591	0	0%
House Parties	0	0	0	2,750	2,486	6,000	241%
In-Kind Gifts or Services	0	2,042	0	0	0	0	
Individual Donors	14,200	77,047	185	0	0	0	
Misc Income	0	720	992	0	0	0	
Organizational Sponsors	0	1,500	0	0	0	0	
Raffle	0	0	0	0	330	500	152%
Ticket Sales	0	10,220	0	0	0	0	
<b>Total Special Event Income</b>	<u>15,700</u>	<u>116,434</u>	<u>2,333</u>	<u>12,750</u>	<u>17,526</u>	<u>6,500</u>	<u>37%</u>
<b>Other Revenue</b>							
Fiscal Sponsorship Fees	190	250	167	200	143	200	140%
In Kind Goods or Services	18	202	25	0	0	0	
NWTRCC	3,758	4,048	2,909	1,525	1,554	1,600	103%
Royalties	419	142	90	75	76	75	98%
T-Shirt Sales	1,263	4,260	1,868	1,250	638	1,000	157%
T-Shirt Expenses	(582)	(1,928)	40	(750)	(2,667)	(750)	
<b>Total Other Revenue</b>	<u>5,066</u>	<u>6,974</u>	<u>5,099</u>	<u>2,300</u>	<u>(256)</u>	<u>2,125</u>	<u>-831%</u>
<b>Investment Income</b>							
Dividends and Interest	10,372	16,262	15,619	11,500	5,026	7,500	149%
<b>Total Investment Income</b>	<u>10,372</u>	<u>16,262</u>	<u>15,619</u>	<u>11,500</u>	<u>5,026</u>	<u>7,500</u>	<u>149%</u>
<b>Realized Gain (Loss)</b>	(2,851)	530	(4,896)	100	(9,521)	0	0%
<b>Unrealized Gain (Loss)</b>	8,512	5,644	(49,275)	0	29,857	5,000	17%
<b>Total Income</b>	<u>617,262</u>	<u>777,687</u>	<u>622,138</u>	<u>670,250</u>	<u>718,654</u>	<u>805,882</u>	<u>112%</u>



**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	2006	2007	2008	2009 Budget	2009 YTD	2010 Budget	Change
<b>Expense</b>							
<b>Internal Mailing Costs</b>							
<b>Pledge Program</b>							
Printing	2,580	1,713	1,460	1,750	2,175	2,300	106%
Postage	1,545	1,607	1,771	1,675	1,484	1,675	113%
Mailhouse	775	1,540	2,099	2,285	2,295	2,600	113%
Consultant	0	0	0	0	1,755	0	0%
<b>Total Pledge Program</b>	4,901	4,860	5,330	5,710	7,709	6,575	85%
<b>ABC/House Mailings</b>							
Printing	5,530	4,779	6,654	6,400	7,800	9,500	122%
Postage	4,068	5,908	4,337	3,750	4,554	6,000	132%
Mailhouse	2,395	4,491	3,286	5,600	9,892	10,250	104%
Consultant	2,714	6,355	8,424	9,250	13,688	12,000	88%
<b>Total ABC/House Mailings</b>	14,707	21,533	22,701	25,000	35,934	37,750	105%
<b>Total Internal Mailing Costs</b>	19,607	26,393	28,031	30,710	43,643	44,325	102%
<b>Prospect Mailing Costs</b>							
Printing	11,801	20,883	15,825	14,138	15,472	16,000	103%
Postage	15,495	23,893	16,200	14,572	17,404	16,500	95%
Mailhouse	5,870	10,315	6,682	6,003	6,201	7,000	113%
Consultants	10,704	12,580	6,096	5,438	5,115	8,000	156%
Photos and Graphics	200	570	840	783	1,010	1,000	99%
List Rentals	5,249	7,752	4,659	4,133	6,415	6,000	94%
<b>Total Prospect Mailing Costs</b>	49,319	75,992	50,301	45,067	51,617	54,500	106%
<b>Special Events</b>							
Anniversary Events	0	20,631	(900)	0	0	0	
Auction	0	0	0	500	2,053	0	0%
Consultant	600	8,901	0	0	0	0	
House Parties	0	0	0	0	60	500	827%
Printing	0	4,914	0	0	0	0	
Postage	0	3,248	0	0	913	0	0%
Mailhouse	0	846	0	0	0	0	
<b>Total Special Events</b>	600	38,540	(900)	500	3,027	500	17%
<b>Misc. Fundraising Costs</b>							
Administrative Fees	0	0	993	600	162	300	185%
Misc. Costs	0	0	0	0	160	0	0%
<b>Thank You Cards</b>							
Printing	55	60	60	100	0	100	
Postage	975	1,090	1,395	1,400	2,100	1,400	67%
Purchase	190	0	77	75	0	75	
<b>Total Thank You Cards</b>	1,220	1,150	1,533	1,575	2,100	1,575	75%
Promo T-shirts	1,635	(791)	0	500	0	500	
<b>Total Misc. Fundraising Costs</b>	2,855	359	2,526	2,675	2,422	2,375	98%
<b>Communications Program</b>							
<b>Newsletter Costs</b>							
Printing	14,968	20,190	20,932	18,600	18,180	18,500	102%
Postage	7,161	8,142	9,030	10,000	8,789	10,000	114%
Mailhouse	4,740	5,403	6,333	7,100	8,326	8,500	102%
Consultants	75	252	785	0	350	3,000	857%
Photos and Graphics	150	50	200	570	190	300	158%
<b>Total Newsletter Costs</b>	27,094	34,037	37,280	36,270	35,835	40,300	112%
Website & Internet	1,209	1,224	1,482	1,500	1,570	8,500	541%
<b>Total Communications Program</b>	28,302	35,262	38,761	37,770	37,405	48,800	130%

**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	2006	2007	2008	2009 Budget	2009 YTD	2010 Budget	Change
<b>Grants Program</b>							
<b>Grant Allocations</b>							
General Support Grants	201,250	234,550	177,000	160,000	214,700	205,000	95%
Multi-Year Grants	93,000	54,000	81,000	69,000	54,000	60,000	111%
Emergency Grants	0	0	0	0	1,000	1,000	100%
Technical Assistance Grants	4,000	4,500	3,990	3,500	4,000	6,000	150%
NWTRCC Grants	3,845	3,591	3,334	3,000	1,343	3,000	223%
Holmes Memorial Grant	0	0	0	0	500	500	100%
Kurtz Memorial Grant	0	0	0	0	500	500	100%
Salzman Memorial Grant	0	0	0	3,000	3,000	3,000	100%
<b>Total Grant Allocations</b>	<b>302,095</b>	<b>296,641</b>	<b>265,324</b>	<b>238,500</b>	<b>279,043</b>	<b>279,000</b>	<b>100%</b>
Equipment Rental	0	0	0	0	2,605	2,700	104%
Library	0	0	106	0	29	30	0%
Printing	2,307	2,113	1,777	700	728	1,500	206%
Postage	465	597	977	600	757	1,000	132%
Membership and Dues	0	0	0	400	0	0	
<b>Total Grants Program</b>	<b>304,867</b>	<b>299,351</b>	<b>268,184</b>	<b>240,200</b>	<b>283,162</b>	<b>284,230</b>	<b>100%</b>
<b>Personnel</b>							
Employee Salaries	141,053	149,737	177,738	168,324	171,120	171,690	100%
Payroll Taxes	12,320	12,009	14,989	14,644	14,765	14,763	100%
Pension Plan Match	5,842	5,959	7,303	6,733	6,736	6,867	102%
Health Insurance	21,691	24,285	31,381	38,000	39,810	43,000	108%
Workers Compensation	399	806	(17)	860	760	775	102%
Staff Development	0	0	2,012	500	613	610	100%
<b>Total Personnel</b>	<b>181,305</b>	<b>192,796</b>	<b>233,406</b>	<b>229,061</b>	<b>233,804</b>	<b>237,705</b>	<b>102%</b>
<b>General and Administrative</b>							
Advertising and Outreach	1,785	1,035	2,240	2,000	1,780	2,000	112%
Books & Subscriptions	1,911	1,350	1,619	2,250	109	1,800	1659%
Depreciation and Amortization	2,412	1,904	0	2,250	0	2,000	#DIV/0!
Donated Materials and Supplies	0	2,042	0	0	0	0	#DIV/0!
<b>Dues, Fees and Fines</b>							
Bank & Credit Card Fees	2,794	2,847	3,183	2,500	5,165	6,000	116%
Dues	0	0	0	2,000	125	200	160%
Finance Charges	64	13	87	100	221	250	113%
Late Fees	254	237	351	300	505	300	59%
<b>Total Dues, Fees and Fines</b>	<b>3,112</b>	<b>3,097</b>	<b>3,620</b>	<b>4,900</b>	<b>6,016</b>	<b>6,750</b>	<b>112%</b>
Equipment Rental & Maintenance	1,395	1,210	2,810	4,125	1,323	1,500	113%
Filing Fees - State	0	0	2,817	1,700	3,395	3,800	112%
<b>Insurance</b>							
Computer	89	22	89	89	0	0	
Director and Officers	2,225	2,225	2,596	2,300	2,225	2,300	103%
Liability	734	1,379	67	1,000	782	1,500	192%
Property	911	879	890	900	964	975	101%
<b>Total Insurance</b>	<b>3,960</b>	<b>4,505</b>	<b>3,642</b>	<b>4,289</b>	<b>3,971</b>	<b>4,775</b>	<b>120%</b>
Minor Office Equipment	215	1,718	(460)	1,250	712	1,000	140%
<b>Occupancy expenses</b>							
Rent	38,542	39,150	39,150	40,836	40,838	42,750	105%
Repairs and Maintenance	280	0	0	250	0	250	
Utilities	4,025	3,510	3,683	4,000	3,171	3,750	118%
Sub Lease (rent)	(15,957)	(16,200)	(14,850)	(16,875)	(18,225)	(17,640)	97%
Sub Lease (utilities)	(1,352)	(1,444)	(1,137)	(1,600)	(1,027)	(1,500)	146%
<b>Total Occupancy expenses</b>	<b>25,538</b>	<b>25,015</b>	<b>26,846</b>	<b>26,611</b>	<b>24,757</b>	<b>27,610</b>	<b>112%</b>
Printing & Copying	792	1,181	1,990	1,250	1,007	1,150	114%



**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	2006	2007	2008	2009 Budget	2009 YTD	2010 Budget	Change
<b>Postage, Shipping, Delivery</b>							
US Post Office	837	1,177	1,697	1,500	516	750	145%
Postage Due/BRE Costs	2,083	2,738	4,587	3,000	3,629	4,000	110%
<b>Total Postage, Shipping, Delivery</b>	<b>2,920</b>	<b>3,914</b>	<b>6,284</b>	<b>4,500</b>	<b>4,145</b>	<b>4,750</b>	<b>115%</b>
<b>Professional Fees</b>							
Accounting	11,700	11,813	21,620	14,000	20,200	22,000	109%
Brokerage fees	789	2,432	1,376	1,700	1,810	1,900	105%
Consultant	185	520	0	0	90	0	0%
Temporary Help	2,946	3,006	410	0	6,016	2,575	43%
<b>Total Professional Fees</b>	<b>15,620</b>	<b>17,770</b>	<b>23,406</b>	<b>15,700</b>	<b>28,116</b>	<b>26,475</b>	<b>94%</b>
<b>Supplies</b>	<b>2,281</b>	<b>3,343</b>	<b>3,651</b>	<b>3,000</b>	<b>3,401</b>	<b>3,500</b>	<b>103%</b>
<b>Telephone</b>	<b>2,501</b>	<b>2,552</b>	<b>2,488</b>	<b>2,750</b>	<b>2,621</b>	<b>2,750</b>	<b>105%</b>
<b>Travel &amp; Meeting Expenses</b>							
Conference & Meeting Fees	26	132	545	100	0	100	
Meals & Food	263	537	485	200	319	350	110%
Travel	355	837	648	300	422	6,300	1493%
<b>Total Travel &amp; Meeting Expenses</b>	<b>644</b>	<b>1,507</b>	<b>1,678</b>	<b>600</b>	<b>741</b>	<b>6,750</b>	<b>911%</b>
<b>Total General and Administrative</b>	<b>65,085</b>	<b>72,142</b>	<b>82,631</b>	<b>77,175</b>	<b>82,094</b>	<b>96,610</b>	<b>118%</b>
<b>Taxes</b>	<b>285</b>	<b>2,125</b>	<b>(265)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100%</b>
<b>Board Expense</b>							
Postage	17	2	0	0	46	50	109%
Travel	1,166	1,416	1,097	1,250	1,685	1,350	80%
Food	529	397	287	300	500	500	100%
<b>Total Board Expense</b>	<b>1,712</b>	<b>1,815</b>	<b>1,385</b>	<b>1,550</b>	<b>2,231</b>	<b>1,900</b>	<b>85%</b>
<b>Total Expense</b>	<b>653,938</b>	<b>742,649</b>	<b>704,325</b>	<b>664,708</b>	<b>739,404</b>	<b>770,945</b>	<b>104%</b>
<b>Net Ordinary Income</b>	<b>(36,677)</b>	<b>35,038</b>	<b>(82,187)</b>	<b>5,542</b>	<b>(20,750)</b>	<b>34,937</b>	<b>-168%</b>
Receivable Income	370,059	28,759	0	0	2,615	0	100%
<b>Net Income</b>	<b>333,382</b>	<b>63,797</b>	<b>(82,187)</b>	<b>5,542</b>	<b>(18,135)</b>	<b>34,937</b>	<b>-193%</b>

## **2010 Newsletter Ideas**

*Below are our top ideas for the year so far.*

### January/February

#### Annual grants issue

- Overview article about political and funding trends in 2009
- List of all 2009 grantees, with short descriptions and grant info

### March/April

#### ICE raids and detention

- Increasing under Obama
- Impact on communities; organizing to resist raids
- What causes migration? What is happening to immigrants?
- Immigration reform plan, legislative piece and analysis

### May/June

#### Foreign policy issue – focus TBD

- Climate change and foreign policy?
- NAFTA – what its done to force migration to the US, deportation, immigration, labor issues. How different kinds of organizing come from it. Holistic.
- Israel/Palestine issues. So vexing and difficult to navigate.
- Obama's inability to make up his mind. Honduras and the Coup. Israel/Palestine.
- We don't do a lot of solidarity organizing anymore. If we do an issue, include a box inviting folks to apply for funding.
- Asia (Hank willing to write)

### July/August

#### Non-profit industrial complex & crisis in non-profits

- How does the non-profit/NGO structure obstruct radical movement building?
- How has reliance on foundation funding impacted the course of social justice movements? What is RESIST's role?
- How we can fund our movements? Could we hear from an organization that gave up their non-profit status or stopped seeking foundation funding?
- How non-profits spring up to do all sorts of things governments used to do
- Legislation going on making it harder for non-profits to raise money, take political stands
- NYU reported that at least 100,000 non-profits will close over this year and next year as result of economic crisis

### September/October

#### Radical queer organizing

- SONG recently celebrated 15 years – southern queer organizing, how it has grown and changed
- HIV/AIDS organizing today, needle exchange programs and funding under Obama. Domestic and international.
- 40<sup>th</sup> anniversary of Stonewall in 2009
- Trans organizing within left groups and communities. Fight for marriage vs fight for liberation. Crucial role that multi-racial, mostly working class, transgender and gender variant people played in queer organizing history.

### November/December

TBD. We'd like to decide this issue's topic as we get closer to the publication date.



Other ideas we've had include:

- Related to foreign policy, upcoming climate treaty. China is a huge player there.
- Doing something on the state of the union. AFL-CIO just had a new president. The UNITE HERE / Change to Win. Is there talk about the unions coming back together? Buyout of the auto industry?
- Progressive organizing in red states.
- Why is "socialism" such a bad word?
- Funny issue (let's use more political cartoons!)
- Food crisis: Ethanol, population growth, trade policy. Drawback: we don't really have grantees working on this.
- What happened to solidarity movements?
- Patriot Act
- Disability rights organizing
- Congressional election this November. Disappointment in the electoral process from the left's point of view. Spent millions getting rid of Bush.

Campaign	Period 1 Jan 2006 through Dec 2006			Period 2 Jan 2007 through Dec 2007			% Change		
	Donors	Total	Average	Donors	Total	Average	Donors	Total	Average
ABC House Mailing	1849	\$182,233.60	\$79.79	1951	\$176,448.97	\$72.82	-5%	3%	10%
Newsletter	523	\$44,650.14	\$67.04	590	\$48,739.95	\$66.58	-11%	-8%	1%
None	95	\$178,068.95	\$1,618.81	439	\$330,269.84	\$610.48	-78%	-46%	165%
Pledge	564	\$132,074.89	\$63.04	546	\$143,153.07	\$67.59	3%	-8%	-7%
Prospect	1105	\$43,718.77	\$38.52	1891	\$62,003.53	\$31.72	-42%	-29%	21%
	3805	\$580,746.35	\$92.33	4817	\$760,615.36	\$97.90	-21%	-24%	-6%

  

Campaign	Period 1 Jan 2008 through Dec 2008			Period 2 Jan 2009 through Dec 2009			% Change		
	Donors	Total	Average	Donors	Total	Average	Donors	Total	Average
ABC House Mailing	2112	\$199,596.72	\$75.52	2106	\$192,250.92	\$76.32	0%	4%	-1%
Estate	1	\$35,558.88	\$35,558.88	3	\$51,227.45	\$12,806.86	-67%	-31%	178%
Event	0	\$0.00		112	\$17,389.00	\$146.13	-100%	-100%	
Newsletter	664	\$42,370.28	\$48.93	638	\$53,245.32	\$65.09	4%	-20%	-25%
None	120	\$189,637.99	\$1,384.22	65	\$195,553.97	\$2,384.80	85%	-3%	-42%
Pledge	523	\$141,263.08	\$66.20	543	\$137,592.58	\$59.44	-4%	3%	11%
Prospect	1603	\$61,679.92	\$37.84	1315	\$47,642.35	\$35.96	22%	29%	5%
	4535	\$670,106.87	\$90.42	4440	\$694,901.59	\$96.76	2%	-4%	-7%

## Feb 2010 Board Narrative

### Bottom Line:

Our Direct Mail Program, including Renewal, Pledge, Prospect and Newsletter are all showing healthy returns by industry standards for the cost-per-dollar-raised (CPDR) and % donor return. We received 3 major estates in 2009. The events column includes the House Party, 2009 Auction (both exceeded goals) and the raffle (no budgeted goal). The number of donors giving over \$500 has remained consistent (147 donors in 08 to 145 donors in 09) and income has gone up by \$30,000 which is likely attributable to the estates.

**Renewal (ABC House) Mailing:** The number of donors responding has remained consistent to 2008 (2,100) but the average gift size is down slightly from last year. Now that our donor file is large enough, we will introduce low risk, sensible testing options in 2010 which generally has good return on investment.

**Estate:** We received \$18,000 more from the Schleimer account, nearly \$30,000 from the Pomerance account and \$2,048 from the Bertram Stiller account. There was a \$20,000 increase in estates from 2008.

**Event:** We had a spring house party which exceeded our goal by returning \$3,639 and 19 new donors, a fall auction which exceeded our goal by returning over \$13,000 and 31 new donors and an online Red Sox ticket raffle which returned \$330 (not budgeted).

**Newsletter:** The Newsletter is returning a relatively consistent number of gifts and the average gift size is up in 2010.

**None:** The None Column has shifted in 2009 - Events, Unsolicited and Estate have been shifted out of this column. Additionally both low and high range donors have gone in unsolicited. We are working on improving analysis of the column by reclassifying it to be "Major Donor aka \$500+" for 2010.

**Pledge:** Pledge is increasing in donors by 20 (due to direct mail devices). Income is consistent.

**Acquisitions (Prospect):** We acquired 1,200 new donors from the 2 prospect mailings which are doing very well. We have a 1.16% response rate and the ideal is 1%. The 2009 acquisitions at \$1.28 CPDR were more productive than 2008's at \$1.39. The variance in 2007 and 2008 income is due to dropping 3 prospect mailings in 2007 (and the rollover of income).



## RESIST 2010 Budget Narrative - Draft

### 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 that:

1. All restricted funds must be maintained at current principal levels. The RESIST Funds Account includes: the Loan Fund, the RESIST Endowment, the Holmes Memorial Fund and the Cohen Memorial Fund. Currently, this account totals approximately \$135,617.
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.

In **2006** the Board voted that:

#### 1. Bequest Income

Income generated from investment of the principal of Phil Schleimer's bequest may be considered part of RESIST's regular income stream and can be used for general operating expenses.

#### 2. Bequest Principal

The principal of Phil Schleimer's bequest can only be used for the specific purpose of developing long term and sustainable programs (e.g. a major donor program). Any amounts used from the principal to fund these programs must be returned within a reasonable period. An appropriate use of the principal assets for long term and sustainable programs should be determined on a case-by-case basis by the Finance Committee. The principal should not be used to augment RESIST's regular income stream and pay for general operating expenses.

#### 3. Ordinary Expenses and Income

In order to engage in appropriate fiscal management and ensure the long-term health of the organization, the Board must ensure that ordinary income is sufficient to cover ordinary expenses. In the event that ordinary income is incapable of covering ordinary expenses, the Board should either raise additional income or cut expenses.

In **2007** the Board voted to:

Balance the FY08 budget utilizing approximately \$41,000 of the Phil Schleimer bequest principal to offset new development costs. The Board voted that this amount be re-paid to the Fund within three years.

In **2009** the Board voted on the use of the distribution of \$100,000 from the Estate of Marianne Wells as follows:

1. Use \$50,000 to boost the remaining 3 grant cycles of 2009 and use any leftover funds in 2010.
2. Use \$10,000 to upgrade and make changes to the *Newsletter* and the website.
3. Use \$3,000 in 2010 to increase the Newsletter budget for printing expenses.
4. Use \$28,100 to implement a major donor program and boost direct mail efforts.

The FY'10 Budget takes these policies into account and reflects that RESIST can no longer spend down its assets.

## **FY 2010 Special Notes**

### *Major Donor Solicitations and Program Costs*

This budget reflects projections of an increase in income of 5% from current major donors in 2010 (approximately \$10,000). Major donors are defined as donors giving over \$500 in a single year. The Fundraising Committee has been analyzing major donor giving and is basing this assessment on implementation of a new major donor campaign in 2010. Increases will be shown in this budget across categories, rather than in a single line item.

While this budget currently reflects income anticipated from the new major donor program, it also includes expenses- which should total approximately \$6,000. At this time, these expenses are in the Travel and Meeting section under General and Administrative Expenses.

### *Special Event Income/Expenses*

This budget reflects a financial request of \$500 for expenses related to planning or hosting special events such as house parties in 2010. It includes revenue projections of \$6,500 from special event fundraising- \$500 from a raffle of Red Sox tickets and \$6,000 from house parties.

### *Professional Fees/Accounting*

There have been and will continue to be significant increases in this line item. These increases are due to: 1) costs affiliated with charitable registration in each state; and 2) increased oversight required by the IRS. At the direction of the Finance Committee, Meredith Smith has been handling the initial and annual registrations. It would have cost over \$6,000 annually to contract this out- but Meredith will have billed approximately \$2,500 for this task. The IRS has dramatically increased the level of scrutiny required by auditors for nonprofit organizations. This means that the amount of information that RESIST must provide to Linda Smith will increase as well as the corresponding time she will be required to spend reviewing and testing the data. Because of our size, RESIST had an extra year to comply with the new standards- but in 2010 the new standards will be in place.

### *Benchmarks:*

In the past, RESIST's direct grant program and communications 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 not been able to remain stable as other costs have increased. As a result, direct program expenses are now approximately 41% of the annual budget, our long term goal is to bring this ratio back up to 50% or more.

### *Bottom Line*

This surplus budget reflects a surplus based upon the anticipation of a \$100,000 bequest from the Estate of Marianne Wells, which should be disbursed in March 2010. This budget will need to be re-visited after: 1) FY09 income and expenses are finalized; and 2) finalization of major donor program expenses to determine if additional changes are needed.



## Income

### *Income Projections*

*Internal and External mailing Income:* Increases predicted from internal and external mailings total 15% (\$64,061 more than received for FY09). Pledge income is projected to increase by 11% (\$15,003) based upon pledge drives, electronic funds transfers, credit card gifts and list clean up. Newsletter income is projected to rise by 14% (\$6,734) as donors have adjusted to the reduction in *Newsletter* issues and in response to the hiring of a dedicated communications staff person. Renewal mailing income will increase by 16% (\$30,560) based upon improving market conditions and lowered job loss predictions in FY10. Increased numbers of donors retained through prospect mailings and better coordination of *Newsletter*, house and prospecting solicitations will assist in this projection. Prospect income is projected to increase by 26% (\$11,764) based upon current economic trends and response rates. RESIST conducted three prospect appeals in 2007, two appeals in 2008 and 2009 and will only conduct two in 2010. However, the prospect mailings in 2010 will be to larger numbers of people and will include development of a new fundraising package.

*Special Contributions:* Unsolicited donations are expected to decrease by approximately 10% (\$18,259) from FY09 budget projections. Foundation dollars are expected to decrease by \$7,000 with continued \$10,000/year donations from the Bardon-Cole Foundation. Bequests will increase \$68,773 based upon the anticipated distribution from the Estate of Marianne Wells. As a result, Special Contributions will show an increase of \$44,676

*Board Fundraising:* Board fundraising is no longer an integral part of the budget (approximately \$2,000). In FY09 it does not appear that members will meet their fundraising goals; the FY10 budget reflects this.

*Special Event Income:* Income from Special Event fundraising is projected at \$6,500. It includes revenue projections of \$6,000 from house parties and \$500 from an on-line raffle of Red Sox tickets.

*Investment Income:* Projected \$1,500 increase in comparison to FY09 based on current market projections.

*Sales:* T-shirts sales are projected to increase \$362 with the addition of a new t-shirt line.

*Restricted Income:* In 2008 the Board voted to set up an additional named fund in Memory of Sharon Kurtz, a RESIST donor who passed away in FY08. The budget reflects a projection of an additional \$1,000 to be raised in FY10. \$150 represents annual contributions to the Holmes Memorial Fund.

*Total Income:* Projection is for approximately \$87,228 more in revenue in comparison to FY09 (a 12% increase). The majority of this increase is from bequests, with the remaining \$36,000 income increase from RESIST's ongoing fundraising strategies.

### *Fund-raising Strategies Proposed for 2010*

RESIST's income to expense ratio has decreased over the last few years (with the exception of increased 40<sup>th</sup> Anniversary giving in 2007). 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 general elections, political crisis and natural disasters. 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 outreach to potential major donor and corporate sponsors.*

Implement a new long-term sustainable income stream. Board members should work in conjunction with Malika to make calls to current major donors.

*2. Expand the base through expansion of prospect mailing program.*

RESIST will 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 FY10 budget.

*3. Hold two house parties to increase giving*

*4. Expand Use of Electronic Technology to Increase E-Giving*

Given the drop in giving from e-newsletter recipients, expand the use of electronic technology to increase donations from e-newsletter recipients and other donors. This will go hand-in-hand with the upgrades to the web site.

## **Expenses**

### **Fundraising Costs**

*Renewal Mailings:* A 5% increase in costs (\$1,816) reflects higher printing, postage and mailhouse expenses.

*Prospect Mailings:* A 6% increase in costs reflects two mailings that will be sent out in FY10 to a larger number of recipients. This may also impact income and should be monitored.

### **Program Costs**

*Grants:* Grantmaking will be level funded. These funds are part of the 2010 Board allocation from the Wells Estate. This budget includes funding for Holmes, Kurtz and Salzman grant awards.

*Communications:* Newsletter costs are anticipated to increase by approximately \$1,465. This maintains four of the six issues at eight pages in length rather than the standard twelve and reflects printing and postage increases. \$3,000 is also allocated to a consultant from the Marianne Wells bequest to assist with shaping RESIST's message for the public. Web site and internet costs include an additional \$7,000 approved by the Board for web redesign and migration costs.

### **Administrative Costs**

*Personnel:* A 2% increase in this line item of \$3,901 primarily reflects a small staff raise and health insurance cost increases. FY09 salaries reflect a 2% raise, but do not contain a cost of living adjustment. The Bureau of Labor Statistics is currently predicting no cost of living increase over 2009. Health insurance is predicted to have a \$3,000 increase in FY10.

*State Filing Fees:* Represents the costs of annual charitable registration fees.

*Administrative Fees:* This line item represents fees paid for e-fundraising to Groundspring and Network for Good. It also includes credit card processing fees paid to Sage.

*Equipment Rental and Maintenance:* This line item reflects rental fees for the copier; Pitney Bowes postage meter; and Poland Spring water cooler. The copier and postage meter costs have been allocated across categories (grants, fundraising and administration). These items do not reflect significant increases over current costs.

## **Additional Information**

The FY2010 Budget reflects a surplus based upon the anticipated receipt of the bequest from the Estate of Marianne Wells. Given the need to re-pay the \$41,000 taken from the Schleimer Fund - the Board should consider establishing an amount as the third installment on re-paying the loan.



**RESIST**  
**2010 Budget - 2nd Draft**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>Budget 2009</b>	<b>FY09 YTD</b>	<b>Budget 2010</b>	<b>% Change</b>
<b>Income</b>							
Internal Mailings	\$353,748	\$369,067	\$381,280	\$399,000	377,774	\$430,071	108%
Prospect Mailings	\$49,499	\$62,166	\$58,955	\$48,000	45,107	\$56,872	118%
Special Contributions	\$176,916	\$212,309	\$213,022	\$196,600	253,139	\$297,814	151%
Special Events	\$15,700	\$114,392	\$2,333	\$12,750	\$17,526	\$6,500	51%
Investments	\$192,616	\$29,014	(\$38,494)	\$11,600	\$25,362	\$12,500	108%
Other	\$5,084	\$5,678	\$5,099	\$2,300	(\$256)	\$2,125	92%
<b>Total Income</b>	<b>\$793,562</b>	<b>\$792,626</b>	<b>\$622,195</b>	<b>\$670,250</b>	<b>\$718,652</b>	<b>\$805,882</b>	<b>120%</b>
<b>Expenses</b>							
<i>Fundraising</i>							
Internal Mailing Costs	\$19,607	\$22,771	\$28,031	\$30,710	\$43,643	\$45,075	147%
Prospect Mailing Costs	\$49,319	\$64,269	\$50,301	\$45,067	\$51,617	\$54,500	121%
Event Costs	\$0	\$38,540	(\$900)	\$500	\$3,027	\$500	100%
Misc. Fundraising Costs	\$2,855	\$1,561	\$2,526	\$2,675	\$2,422	\$2,375	89%
<b>Total Fundraising Costs</b>	<b>\$71,782</b>	<b>\$127,141</b>	<b>\$79,958</b>	<b>\$78,952</b>	<b>\$100,709</b>	<b>\$102,450</b>	<b>130%</b>
<i>Program</i>							
Grants	\$302,095	\$308,641	\$265,324	\$238,500	\$279,043	\$279,000	117%
Grants Program	\$2,773	\$2,710	\$2,860	\$1,700	\$4,119	\$5,230	308%
Newsletter	\$27,094	\$33,887	\$37,280	\$36,270	\$35,835	\$40,300	111%
Website	\$1,209	\$1,124	\$1,482	\$1,500	\$1,570	\$8,500	567%
<b>Total Program Costs</b>	<b>\$333,170</b>	<b>\$346,362</b>	<b>\$306,946</b>	<b>\$277,970</b>	<b>\$320,567</b>	<b>\$333,030</b>	<b>120%</b>
<i>Other</i>							
Personnel	\$181,305	\$192,029	\$233,406	\$229,061	\$233,804	\$237,705	104%
General and Administrative	\$65,611	\$76,168	\$82,793	\$77,175	\$82,094	\$96,610	125%
Board Expenses	\$1,712	\$1,815	\$1,385	\$1,550	\$2,232	\$1,900	123%
<b>Total Other Costs</b>	<b>\$248,628</b>	<b>\$270,012</b>	<b>\$317,584</b>	<b>\$307,786</b>	<b>\$318,130</b>	<b>\$336,215</b>	<b>109%</b>
<b>Total Expenses</b>	<b>\$653,580</b>	<b>\$743,515</b>	<b>\$704,488</b>	<b>\$664,708</b>	<b>\$739,406</b>	<b>\$771,695</b>	<b>116%</b>
<b>Total Income (Loss)</b>	<b>\$139,983</b>	<b>\$49,111</b>	<b>(\$82,293)</b>	<b>\$5,542</b>	<b>(\$20,754)</b>	<b>\$34,187</b>	<b>617%</b>
<i>Other Income/Expense</i>							
Receivables	\$370,059	\$28,759	\$0	\$0	\$2,615	\$0	100%
<b>Net Income (Loss)</b>	<b>\$510,042</b>	<b>\$77,870</b>	<b>(\$82,293)</b>	<b>\$5,542</b>	<b>(\$18,139)</b>	<b>\$34,187</b>	<b>617%</b>

**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	2006	2007	2008	2009 Budget	2009 YTD	2010 Budget	Change
<b>Income</b>							
<b>Internal Mailings</b>							
Pledges	132,425	154,284	140,008	147,000	140,338	155,341	111%
Newsletter	33,248	37,883	42,725	52,000	49,871	56,605	114%
ABC/House mailings	188,075	176,900	198,548	200,000	187,565	218,125	116%
<b>Total Internal Mailings</b>	<b>353,748</b>	<b>369,067</b>	<b>381,280</b>	<b>399,000</b>	<b>377,774</b>	<b>430,071</b>	<b>114%</b>
<b>Prospecting</b>	49,499	62,166	58,955	48,000	45,107	56,871	126%
<b>Special Contributions</b>							
Bequests	0	0	44,862	30,000	51,227	120,000	234%
Board Fundraising	1,690	1,834	900	5,000	100	2,000	2000%
Employer Matching Grants	1,081	341	740	600	293	400	137%
Foundations	30,000	0	2,000	3,500	22,000	15,000	68%
Unsolicited	143,845	198,285	155,745	155,500	177,524	159,265	90%
Holmes Memorial Fund	600	150	150	150	150	150	100%
Kurtz Memorial Fund	0	0	8,625	1,850	1,845	1,000	54%
<b>Total Special Contributions</b>	<b>177,216</b>	<b>200,610</b>	<b>213,022</b>	<b>196,600</b>	<b>253,139</b>	<b>297,815</b>	<b>118%</b>
<b>Special Event Income</b>							
Auction	0	13,179	200	10,000	13,119	0	0%
Advertising	0	8,976	0	0	0	0	
Corporate Sponsors	1,500	2,750	956	0	1,591	0	0%
House Parties	0	0	0	2,750	2,486	6,000	241%
In-Kind Gifts or Services	0	2,042	0	0	0	0	
Individual Donors	14,200	77,047	185	0	0	0	
Misc Income	0	720	992	0	0	0	
Organizational Sponsors	0	1,500	0	0	0	0	
Raffle	0	0	0	0	330	500	152%
Ticket Sales	0	10,220	0	0	0	0	
<b>Total Special Event Income</b>	<b>15,700</b>	<b>116,434</b>	<b>2,333</b>	<b>12,750</b>	<b>17,526</b>	<b>6,500</b>	<b>37%</b>
<b>Other Revenue</b>							
Fiscal Sponsorship Fees	190	250	167	200	143	200	140%
In Kind Goods or Services	18	202	25	0	0	0	
NWTRCC	3,758	4,048	2,909	1,525	1,554	1,600	103%
Royalties	419	142	90	75	76	75	98%
T-Shirt Sales	1,263	4,260	1,868	1,250	638	1,000	157%
T-Shirt Expenses	(582)	(1,928)	40	(750)	(2,667)	(750)	
<b>Total Other Revenue</b>	<b>5,066</b>	<b>6,974</b>	<b>5,099</b>	<b>2,300</b>	<b>(256)</b>	<b>2,125</b>	<b>-831%</b>
<b>Investment Income</b>							
Dividends and Interest	10,372	16,262	15,619	11,500	5,026	7,500	149%
<b>Total Investment Income</b>	<b>10,372</b>	<b>16,262</b>	<b>15,619</b>	<b>11,500</b>	<b>5,026</b>	<b>7,500</b>	<b>149%</b>
<b>Realized Gain (Loss)</b>	<b>(2,851)</b>	<b>530</b>	<b>(4,896)</b>	<b>100</b>	<b>(9,521)</b>	<b>0</b>	<b>0%</b>
<b>Unrealized Gain (Loss)</b>	<b>8,512</b>	<b>5,644</b>	<b>(49,275)</b>	<b>0</b>	<b>29,857</b>	<b>5,000</b>	<b>17%</b>
<b>Total Income</b>	<b>617,262</b>	<b>777,687</b>	<b>622,138</b>	<b>670,250</b>	<b>718,654</b>	<b>805,882</b>	<b>112%</b>



**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	2006	2007	2008	2009 Budget	2009 YTD	2010 Budget	Change
<b>Expense</b>							
<b>Internal Mailing Costs</b>							
<b>Pledge Program</b>							
Printing	2,580	1,713	1,460	1,750	2,175	2,300	106%
Postage	1,545	1,607	1,771	1,675	1,484	1,675	113%
Mailhouse	775	1,540	2,099	2,285	2,295	2,600	113%
Consultant	0	0	0	0	1,755	0	0%
<b>Total Pledge Program</b>	4,901	4,860	5,330	5,710	7,709	6,575	85%
<b>ABC/House Mailings</b>							
Printing	5,530	4,779	6,654	6,400	7,800	9,500	122%
Postage	4,068	5,908	4,337	3,750	4,554	6,000	132%
Mailhouse	2,395	4,491	3,286	5,600	9,892	10,250	104%
Consultant	2,714	6,355	8,424	9,250	13,688	12,000	88%
<b>Total ABC/House Mailings</b>	14,707	21,533	22,701	25,000	35,934	37,750	105%
<b>Total Internal Mailing Costs</b>	19,607	26,393	28,031	30,710	43,643	44,325	102%
<b>Prospect Mailing Costs</b>							
Printing	11,801	20,883	15,825	14,138	15,472	16,000	103%
Postage	15,495	23,893	16,200	14,572	17,404	16,500	95%
Mailhouse	5,870	10,315	6,682	6,003	6,201	7,000	113%
Consultants	10,704	12,580	6,096	5,438	5,115	8,000	156%
Photos and Graphics	200	570	840	783	1,010	1,000	99%
List Rentals	5,249	7,752	4,659	4,133	6,415	6,000	94%
<b>Total Prospect Mailing Costs</b>	49,319	75,992	50,301	45,067	51,617	54,500	106%
<b>Special Events</b>							
Anniversary Events	0	20,631	(900)	0	0	0	
Auction	0	0	0	500	2,053	0	0%
Consultant	600	8,901	0	0	0	0	
House Parties	0	0	0	0	60	500	827%
Printing	0	4,914	0	0	0	0	
Postage	0	3,248	0	0	913	0	0%
Mailhouse	0	846	0	0	0	0	
<b>Total Special Events</b>	600	38,540	(900)	500	3,027	500	17%
<b>Misc. Fundraising Costs</b>							
Administrative Fees	0	0	993	600	162	300	185%
Misc. Costs	0	0	0	0	160	0	0%
<b>Thank You Cards</b>							
Printing	55	60	60	100	0	100	
Postage	975	1,090	1,395	1,400	2,100	1,400	67%
Purchase	190	0	77	75	0	75	
<b>Total Thank You Cards</b>	1,220	1,150	1,533	1,575	2,100	1,575	75%
Promo T-shirts	1,635	(791)	0	500	0	500	
<b>Total Misc. Fundraising Costs</b>	2,855	359	2,526	2,675	2,422	2,375	98%
<b>Communications Program</b>							
<b>Newsletter Costs</b>							
Printing	14,968	20,190	20,932	18,600	18,180	18,500	102%
Postage	7,161	8,142	9,030	10,000	8,789	10,000	114%
Mailhouse	4,740	5,403	6,333	7,100	8,326	8,500	102%
Consultants	75	252	785	0	350	3,000	857%
Photos and Graphics	150	50	200	570	190	300	158%
<b>Total Newsletter Costs</b>	27,094	34,037	37,280	36,270	35,835	40,300	112%
Website & Internet	1,209	1,224	1,482	1,500	1,570	8,500	541%
<b>Total Communications Program</b>	28,302	35,262	38,761	37,770	37,405	48,800	130%

**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	2006	2007	2008	2009 Budget	2009 YTD	2010 Budget	Change
<b>Grants Program</b>							
<b>Grant Allocations</b>							
General Support Grants	201,250	234,550	177,000	160,000	214,700	205,000	95%
Multi-Year Grants	93,000	54,000	81,000	69,000	54,000	60,000	111%
Emergency Grants	0	0	0	0	1,000	1,000	100%
Technical Assistance Grants	4,000	4,500	3,990	3,500	4,000	6,000	150%
NWSTRCC Grants	3,845	3,591	3,334	3,000	1,343	3,000	223%
Holmes Memorial Grant	0	0	0	0	500	500	100%
Kurtz Memorial Grant	0	0	0	0	500	500	100%
Salzman Memorial Grant	0	0	0	3,000	3,000	3,000	100%
<b>Total Grant Allocations</b>	302,095	296,641	265,324	238,500	279,043	279,000	100%
Equipment Rental	0	0	0	0	2,605	2,700	104%
Library	0	0	106	0	29	30	0%
Printing	2,307	2,113	1,777	700	728	1,500	206%
Postage	465	597	977	600	757	1,000	132%
Membership and Dues	0	0	0	400	0	0	
<b>Total Grants Program</b>	304,867	299,351	268,184	240,200	283,162	284,230	100%
<b>Personnel</b>							
Employee Salaries	141,053	149,737	177,738	168,324	171,120	171,690	100%
Payroll Taxes	12,320	12,009	14,989	14,644	14,765	14,763	100%
Pension Plan Match	5,842	5,959	7,303	6,733	6,736	6,867	102%
Health Insurance	21,691	24,285	31,381	38,000	39,810	43,000	108%
Workers Compensation	399	806	(17)	860	760	775	102%
Staff Development	0	0	2,012	500	613	610	100%
<b>Total Personnel</b>	181,305	192,796	233,406	229,061	233,804	237,705	102%
<b>General and Administrative</b>							
Advertising and Outreach	1,785	1,035	2,240	2,000	1,780	2,000	112%
Books & Subscriptions	1,911	1,350	1,619	2,250	109	1,800	1659%
Depreciation and Amortization	2,412	1,904	0	2,250	0	2,000	#DIV/0!
Donated Materials and Supplies	0	2,042	0	0	0	0	#DIV/0!
<b>Dues, Fees and Fines</b>							
Bank & Credit Card Fees	2,794	2,847	3,183	2,500	5,165	6,000	116%
Dues	0	0	0	2,000	125	200	160%
Finance Charges	64	13	87	100	221	250	113%
Late Fees	254	237	351	300	505	300	59%
<b>Total Dues, Fees and Fines</b>	3,112	3,097	3,620	4,900	6,016	6,750	112%
Equipment Rental & Maintenance	1,395	1,210	2,810	4,125	1,323	1,500	113%
Filing Fees - State	0	0	2,817	1,700	3,395	3,800	112%
<b>Insurance</b>							
Computer	89	22	89	89	0	0	
Director and Officers	2,225	2,225	2,596	2,300	2,225	2,300	103%
Liability	734	1,379	67	1,000	782	1,500	192%
Property	911	879	890	900	964	975	101%
<b>Total Insurance</b>	3,960	4,505	3,642	4,289	3,971	4,775	120%
Minor Office Equipment	215	1,718	(460)	1,250	712	1,000	140%
<b>Occupancy expenses</b>							
Rent	38,542	39,150	39,150	40,836	40,838	42,750	105%
Repairs and Maintenance	280	0	0	250	0	250	
Utilities	4,025	3,510	3,683	4,000	3,171	3,750	118%
Sub Lease (rent)	(15,957)	(16,200)	(14,850)	(16,875)	(18,225)	(17,640)	97%
Sub Lease (utilities)	(1,352)	(1,444)	(1,137)	(1,600)	(1,027)	(1,500)	146%
<b>Total Occupancy expenses</b>	25,538	25,015	26,846	26,611	24,757	27,610	112%
Printing & Copying	792	1,181	1,990	1,250	1,007	1,150	114%



**RESIST, INC.**  
**Budget 2010 - 2nd Draft**

	2006	2007	2008	2009 Budget	2009 YTD	2010 Budget	Change
<b>Postage, Shipping, Delivery</b>							
US Post Office	837	1,177	1,697	1,500	516	750	145%
Postage Due/BRE Costs	2,083	2,738	4,587	3,000	3,629	4,000	110%
<b>Total Postage, Shipping, Delivery</b>	<b>2,920</b>	<b>3,914</b>	<b>6,284</b>	<b>4,500</b>	<b>4,145</b>	<b>4,750</b>	<b>115%</b>
<b>Professional Fees</b>							
Accounting	11,700	11,813	21,620	14,000	20,200	22,000	109%
Brokerage fees	789	2,432	1,376	1,700	1,810	1,900	105%
Consultant	185	520	0	0	90	0	0%
Temporary Help	2,946	3,006	410	0	6,016	2,575	43%
<b>Total Professional Fees</b>	<b>15,620</b>	<b>17,770</b>	<b>23,406</b>	<b>15,700</b>	<b>28,116</b>	<b>26,475</b>	<b>94%</b>
<b>Supplies</b>	<b>2,281</b>	<b>3,343</b>	<b>3,651</b>	<b>3,000</b>	<b>3,401</b>	<b>3,500</b>	<b>103%</b>
<b>Telephone</b>	<b>2,501</b>	<b>2,552</b>	<b>2,488</b>	<b>2,750</b>	<b>2,621</b>	<b>2,750</b>	<b>105%</b>
<b>Travel &amp; Meeting Expenses</b>							
Conference & Meeting Fees	26	132	545	100	0	100	
Meals & Food	263	537	485	200	319	350	110%
Travel	355	837	648	300	422	6,300	1493%
<b>Total Travel &amp; Meeting Expenses</b>	<b>644</b>	<b>1,507</b>	<b>1,678</b>	<b>600</b>	<b>741</b>	<b>6,750</b>	<b>911%</b>
<b>Total General and Administrative</b>	<b>65,085</b>	<b>72,142</b>	<b>82,631</b>	<b>77,175</b>	<b>82,094</b>	<b>96,610</b>	<b>118%</b>
<b>Taxes</b>	<b>285</b>	<b>2,125</b>	<b>(265)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100%</b>
<b>Board Expense</b>							
Postage	17	2	0	0	46	50	109%
Travel	1,166	1,416	1,097	1,250	1,685	1,350	80%
Food	529	397	287	300	500	500	100%
<b>Total Board Expense</b>	<b>1,712</b>	<b>1,815</b>	<b>1,385</b>	<b>1,550</b>	<b>2,231</b>	<b>1,900</b>	<b>85%</b>
<b>Total Expense</b>	<b>653,938</b>	<b>742,649</b>	<b>704,325</b>	<b>664,708</b>	<b>739,404</b>	<b>770,945</b>	<b>104%</b>
<b>Net Ordinary Income</b>	<b>(36,677)</b>	<b>35,038</b>	<b>(82,187)</b>	<b>5,542</b>	<b>(20,750)</b>	<b>34,937</b>	<b>-168%</b>
Receivable Income	370,059	28,759	0	0	2,615	0	100%
<b>Net Income</b>	<b>333,382</b>	<b>63,797</b>	<b>(82,187)</b>	<b>5,542</b>	<b>(18,135)</b>	<b>34,937</b>	<b>-193%</b>

# RESIST Finance Narrative

## Introduction

Board members have a “fiduciary duty” to protect the assets of RESIST. To satisfy this responsibility, Board members must review and understand RESIST’s financial statements.

The RESIST Board meets this obligation, in several ways:

- The Finance Committee reviews detailed financial reports at each meeting. These meetings occur approximately every two months.
- At each Board meeting, the full Board reviews simplified financial reports, based on the data that has already been reviewed in detail by the Finance Committee.
- Each year, the full Board reviews and comments on a draft annual budget prepared by RESIST staff and the Finance Committee. At a subsequent meeting, the full Board must approve the annual budget.
- As needed, the Finance Committee drafts revisions of the annual budget. These are submitted to the full Board for a vote.

At each Board meeting, the full Board reviews the Statement of Net Assets and the Statement of Net Activities.

### STATEMENT OF NET ASSETS

RESIST’s assets are comprised of the holdings in bank and stock accounts, any bills paid ahead of time, the value of the “stuff” that RESIST owns, and any security deposits RESIST holds for our sub-tenants, less any “liabilities” such as grants committed but not yet disbursed.

A **Statement of Net Assets** is a report that provides a financial snapshot of RESIST as of a specific date. The report shows how much RESIST is worth (equity) by subtracting all the money RESIST owes (liabilities) from everything we own (assets). The total includes RESIST’s net income for the fiscal year to date.

The **Statement of Net Assets** gives Board members the information they need to determine whether RESIST has enough assets to continue operating smoothly and responsibly and how much RESIST owes (for example, to vendors, and for payroll and tax liabilities). The report compares the current year with the same period in the prior year.

One asset is about \$400,000 received from the Estate of Phillip Schleimer. This has been invested. In 2006, the Board voted on how RESIST can use this bequest:

- Resist can use income generated by investing the bequest for general operating expenses. In other words, this income can be used as “ordinary” income in annual budgeting for grants, staff salaries, etc.
- Resist can only use the bequest principal to develop long-term and sustainable programs (e.g. a major donor program). If RESIST uses principal for these purposes, there is an expectation that the program will generate funds that, within a reasonable period of time, could replenish the bequest principal.



## **STATEMENT OF NET ACTIVITIES**

The **Statement of Net Activities** is also referred to as an income statement. It summarizes RESIST's revenue (or income) and expenses for a set period of time. The report shows subtotals for each income or expense line item in our "chart of accounts." The last line shows RESIST's net income (or loss) for the period covered by the report (for example, a month, a quarter, or a year). Using this document, Board members can tell whether RESIST is operating at a profit or a loss. The report compares income and expenses with the amounts in the annual budget for the same period.

RESIST receives most donations in December and the following January. Therefore, each year, expenses appear to exceed income until near the end of RESIST's fiscal year, December 31. The annual budget takes expected month-by-month variations into account, and it is examined to determine whether income is on track to meet projections.

### ***Revenue***

RESIST derives its income from two major sources: gifts and pledges; and investment income.

*Gifts and pledges* are composed of the income received from:

- "Internal mailings:" This is our name for the pledge program (for example, commitments to send a certain amount each month), business reply envelopes inserted in each *Newsletter*, and mail appeals to current donors
- Prospect mailings: Mailing to solicit new donors
- Special contributions: Employer matching grants, stock gifts, and unsolicited contributions
- Special events: Currently, this category includes donations received in connection with Resist's 40<sup>th</sup> Anniversary.

*Investment Income* represents:

- Interest and dividends
- Realized gains (or losses) from selling investments
- Unrealized gains (or losses) on investments that are currently held. These depend on the market conditions.

### ***Expenses***

Expenses are divided into three categories:

**Fundraising costs:** The costs of the internal mailing programs, the prospect mailing program for new donors, and other fundraising costs, including special events.

**Program expenses:** The costs of the grants program (including grantmaking), the library, postage and printing, the *Newsletter*, and the web site.

**Administrative costs:** The costs for general and administrative matters, personnel (including salaries and benefits); and the Board (such as travel and food).

**RESIST Finance Narrative**  
**January 1, 2009 to December 31, 2009**  
*Accompanies Statement of Net Assets and Statement of Activities*

## **BIG PICTURE**

Our *net income* (income less expenses) for January 1, 2009, through December 31, 2009, was a *loss* of about \$20,752. In our annual budget for this time period, we expected to have a net gain of \$5,542.

*Income* is higher than expected by \$48,353. *Expenses* are approximately \$74,647 more than anticipated. This means we have a difference of approximately \$26,294 between where we expected to be at this time and where we actually are. Overall, revenue is down from direct mailings: \$21,226 from internal mailings \$2,893 from prospect returns. In contrast, special contributions are up significantly: unsolicited donations are up about \$22,024 and bequests are up \$21,227. The most significant increase in expense line items is a Board authorized expenditure of an additional \$30,000 on grant awards.

Bottom line: Based on these figures, the Finance Committee has only minimal recommendations for amendments to the draft annual budget for 2010.

## **STATEMENT OF NET ASSETS (ITEM A)**

At this time, we have assets of approximately \$514,631. This is about \$20,000 less than we had in 2008. The decrease in assets is primarily due to an increase in expenses over revenue in 2009.

## **STATEMENT OF NET ACTIVITIES (ITEM B)**

### ***Revenue:***

Revenue is about \$48,402 higher than budgeted: \$718,652 actual vs. \$670,250 in the budget.

### Gifts and Pledges: \$37,196 higher than budgeted

- *Internal mailing* contributions are approximately \$21,226 less than budgeted. Income from the pledge program is approximately \$6,662 lower than expected; appeals to current donors are \$12,435 lower than expected and revenue from the *Newsletter* is about \$2,129 less than expected. It appears that these drops in revenue are correlated with reduced giving on the part of donors in response to current economic conditions.
- *Prospect mailing* contributions are \$2,893 lower than expected.
- *Special Contributions* are \$56,539 higher than budgeted. Unsolicited contributions were higher than expected (\$22,024 over budget) and bequests were \$21,227 over budget.
- *Special Events Income* is \$4,776 higher than anticipated based upon the returns from the auction (\$13,119), donations from an event held by Red Sun Press (\$1,519), a house party (\$2,486) and a raffle of Red Sox tickets (\$330).



Investment Income: \$13,763 more than budgeted

- *Interest and dividends* are \$6,474 lower than budgeted.
- *Realized gains or losses* on the sale of investments are \$9,621 less than budgeted based on the sale of a California Bond in the Bequest Fund at below 100% of value.
- *Unrealized gains or losses* on investments are \$29,857 more than budgeted as a result of a rise in the stock market.

**Expenses:**

Expenses are about \$74,647 more than budgeted: \$739,405 actual vs. \$664,758 in the budget.

Fundraising expenses: \$21,707 more than budgeted

- *Internal mailing* costs are about \$12,933 more than the budgeted amount. This reflects approximately 7,000 in costs for 2008 that were paid in 2009 and not attributed back. It also includes the Board decision to utilize funds from the Marianne Wells Estate to increase mailings to lapsed donors and pledge consultant costs of \$1,755.
- *Prospect mailing* costs are \$6,837 more than expected given the Board's decision to allocate \$7,000 from the Wells Estate in 2009.
- *Other Fundraising Costs* are approximately \$253 less than expected given lower administrative fees incurred and the cost of promo t-shirts has not yet been allocated.

Program expenses: \$42,097 more than budgeted

- *Grants Awards* are \$40,043 more than budgeted. This reflects the Board decision to allocate \$30,000 from the Wells Estate to increase grantmaking in 2009 and three checks for 2008 grants that were re-issued in 2009.
- *Grant Program* expenses are over budget by \$2,419. This reflects postage, printing and equipment rental costs that are now directly allocated as program expenses.
- *Newsletter* costs are \$435 less than budgeted.
- *Web site* expenses are \$70 more than budgeted.

Administrative Expenses: \$10,343 more than budgeted

- *General and Administrative* expenses are \$4,919 more than budgeted. \$6,200 represents increases in accounting costs as a result of charitable registration requirements and onerous changes in federal tax filings. \$6,016 represents temporary help costs for Catherine Joseph to cover Yafreisy's maternity leave.
- *Personnel and Health Insurance* expenses are \$4,743 more than budgeted. There is an additional week of salary allocated in 2009 since paychecks were written on 12/31/09, but the pay period ended on 1/2/10. This may be re-allocated during the audit process. There is also approximately \$3,000 in pre-paid health insurance for 2010 that should be re-allocated during the audit as well.

**RESIST, Inc.**  
**Statement of Activities - Short Form**  
**For the Period Ended December 31, 2009**

	<u>YTD ACTUAL 2009</u>	<u>ANNUAL BUDGET</u>	<u>+/- BUDGET</u>
<b>SUPPORT AND REVENUES</b>			
Gifts and Pledges			
Internal Mailings	377,774	399,000	(21,226)
Prospecting Mailings	45,107	48,000	(2,893)
Special Contributions	253,139	196,600	56,539
Special Events Income	17,526	12,750	4,776
Total Gifts and Pledges	<u>693,546</u>	<u>656,350</u>	<u>37,196</u>
Investment Income			
Interest and Dividend Income	5,026	11,500	(6,474)
Realized and Unrealized Gain/(Loss)	20,337	100	20,237
Total Investment Income	<u>25,363</u>	<u>11,600</u>	<u>13,763</u>
Other Support and Revenue	(256)	2,350	(2,606)
<b>TOTAL SUPPORT AND REVENUES</b>	<u><b>718,653</b></u>	<u><b>670,300</b></u>	<u><b>48,353</b></u>
<b>EXPENSES</b>			
<b>Fundraising Costs</b>			
Internal Mailings	43,643	30,710	12,933
Prospecting Mailings	51,617	45,067	6,550
Special Event Costs	3,027	500	2,527
Other Fundraising	2,422	2,725	(303)
Total Fundraising Costs	<u>100,709</u>	<u>79,002</u>	<u>21,707</u>
<b>Program Services</b>			
Communications Program			
Newsletter Costs	35,835	36,270	(435)
Website and Internet	1,570	1,500	70
Total Communications Program	<u>37,405</u>	<u>37,770</u>	<u>(365)</u>
Grants Program			
Grant Awards	279,043	238,500	40,543
Grant Program	4,119	1,700	2,419
Total Grants Program	<u>283,162</u>	<u>240,200</u>	<u>42,962</u>
Total Program Services	<u>320,567</u>	<u>277,970</u>	<u>42,597</u>
Administrative Costs			
Personnel	233,804	229,061	4,743
General and Administrative	82,094	77,175	4,919
Board Expenses	2,231	1,550	681
Total Administrative Costs	<u>318,129</u>	<u>307,786</u>	<u>10,343</u>
<b>TOTAL EXPENSES</b>	<u><b>739,405</b></u>	<u><b>664,758</b></u>	<u><b>74,647</b></u>
<b>CHANGE IN NET ASSETS</b>	(20,752)	5,542	(26,294)
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u><b>535,383</b></u>	<u><b>535,383</b></u>	
<b>NET ASSETS, END OF YEAR</b>	<u><u><b>514,631</b></u></u>	<u><u><b>540,925</b></u></u>	



RESIST, Inc.  
Statement of Activities - Long Form  
For the Period Ended December 31, 2009

	<u>YTD ACTUAL</u> <u>2009</u>	<u>ANNUAL</u> <u>BUDGET</u>	<u>+/-</u> <u>BUDGET</u>
<b>SUPPORT AND REVENUES</b>			
<b>Internal Mailings</b>			
Pledges	140,338	147,000	(6,662)
Newsletter	49,871	52,000	(2,129)
ABC/House mailings	187,565	200,000	(12,435)
Total Internal Mailings	<u>377,774</u>	<u>399,000</u>	<u>(21,226)</u>
<b>Prospecting Mailings</b>	45,107	48,000	(2,893)
<b>Special Contributions</b>			
Bequests	51,227	30,000	21,227
Board Fundraising	100	5,000	(4,900)
Foundations	22,000	3,500	18,500
Matching Grants	293	600	(307)
Restricted Funds	1,995	2,000	(5)
Unsolicited	177,524	155,500	22,024
Total Special Contributions	<u>253,139</u>	<u>196,600</u>	<u>56,539</u>
<b>Special Events Income</b>			
Advertising	0	0	0
Auction	13,119	10,000	3,119
Corporate Sponsors	1,591	0	1,591
House Parties	2,486	2,750	(264)
Individual Donors	0	0	0
Organizational Sponsors	0	0	0
Raffle	330	0	330
Ticket Sales	0	0	0
Total Special Event Income	<u>17,526</u>	<u>12,750</u>	<u>4,776</u>
<b>Investment Income</b>			
Interest and Dividend Income	5,026	11,500	(6,474)
Unrealized Gain (Loss)	29,857	0	29,857
Realized Gain (Loss)	(9,521)	100	(9,621)
Total Investment Income	<u>25,362</u>	<u>11,600</u>	<u>13,762</u>
<b>Other Revenue</b>			
Fiscal Sponsorship Fees	143	200	(57)
In-Kind Goods and Services	0	0	0
Royalties	76	75	1
T-Shirt Sales	638	1,250	(612)
T-Shirt Expense	(2,667)	(750)	(1,917)
NWTRCC	1,554	1,525	29
Total Other Revenue	<u>(256)</u>	<u>2,300</u>	<u>(2,556)</u>
<b>TOTAL SUPPORT AND REVENUES</b>	<u><u>718,652</u></u>	<u><u>670,250</u></u>	<u><u>48,402</u></u>

RESIST, Inc.  
Statement of Activities - Long Form  
For the Period Ended December 31, 2009

	<u>YTD ACTUAL</u> <u>2009</u>	<u>ANNUAL</u> <u>BUDGET</u>	<u>+/-</u> <u>BUDGET</u>
<b>EXPENSES</b>			
<b>Fundraising Costs</b>			
Internal Mailings			
Pledge Program			
Printing	2,175	1,750	425
Postage	1,484	1,675	(191)
Mailhouse	2,295	2,285	10
Consultant	1,755	0	1,755
Total Pledge Program	<u>7,709</u>	<u>5,710</u>	<u>1,999</u>
ABC House mailings			
Printing	7,800	6,400	1,400
Postage	4,554	3,750	804
Mailhouse	9,892	5,600	4,292
Consultant	13,688	9,250	4,438
Total ABC/House mailings	<u>35,934</u>	<u>25,000</u>	<u>10,934</u>
Total Internal Mailing Costs	<u>43,643</u>	<u>30,710</u>	<u>12,933</u>
Prospecting Mailings			
Printing	15,472	14,138	1,334
Postage	17,404	14,572	2,832
Mailhouse	6,201	6,003	198
Consultants	5,115	5,438	(323)
Photos and Graphics	1,010	783	227
List rentals	6,415	4,133	2,282
Total Prospecting mailing Costs	<u>51,617</u>	<u>45,067</u>	<u>6,550</u>
Special Events			
Auction	2,053	500	1,553
Printing	0	0	0
Postage	913	0	913
Mailhouse	0	0	0
Consultants	0	0	0
House Parties	60	0	60
Advertising	0	0	0
Event Costs	0	0	0
Total Special Events	<u>3,026</u>	<u>500</u>	<u>2,526</u>
Misc. Fundraising Costs			
Administrative Fees	162	600	(438)
Promo t-shirts	160	500	(340)
Thank you cards			
Printing	0	100	(100)
Postage	2,100	1,400	700
Purchase	0	75	(75)
Total thank-you cards	<u>2,100</u>	<u>1,575</u>	<u>525</u>
Total Misc. Fundraising Costs	<u>2,422</u>	<u>2,675</u>	<u>(253)</u>
Total Fundraising Costs	<u>100,708</u>	<u>78,952</u>	<u>21,756</u>



RESIST, Inc.  
Statement of Activities - Long Form  
For the Period Ended December 31, 2009

	<u>YTD ACTUAL 2009</u>	<u>ANNUAL BUDGET</u>	<u>+/- BUDGET</u>
Program Costs			
Communications Program			
Newsletter Costs			
Printing	18,180	18,600	(420)
Postage	8,789	10,000	(1,211)
Mailhouse	8,326	7,100	1,226
Consultants	350	0	350
Photos and graphics	190	570	(380)
Total Newsletter Costs	<u>35,835</u>	<u>36,270</u>	<u>(435)</u>
Website and Internet	<u>1,570</u>	<u>1,500</u>	<u>70</u>
Total Communications Program	<u>37,405</u>	<u>37,770</u>	<u>(365)</u>
Grants Program			
Grant Allocations			
General Support Grants	214,700	160,000	54,700
Multi-year grants	54,000	69,000	(15,000)
Emergency grants	1,000	0	1,000
Technical Assistance Grants	4,000	3,500	500
Holmes Memorial Grant	500	0	500
Kurtz Memorial Grant	500	0	
Salzman Memorial Grant	3,000	3,000	0
NWTRCC donor directed Grants	<u>1,343</u>	<u>3,000</u>	<u>(1,657)</u>
Total Grant Allocations	<u>279,043</u>	<u>238,500</u>	<u>40,043</u>
Equipment Rental	2,605	0	2,605
Library	29	0	29
Photos and Graphics	0	0	0
Printing	728	700	28
Postage	757	600	157
Membership dues - organization	0	400	(400)
Supplies	<u>0</u>	<u>0</u>	<u>0</u>
Total Grants Program	<u>283,162</u>	<u>240,200</u>	<u>42,462</u>
Total Program Costs	<u>320,567</u>	<u>277,970</u>	<u>42,097</u>
Personnel			
Employee salaries	171,120	168,324	2,796
Payroll taxes	14,765	14,644	121
Pension plan match	6,736	6,733	3
Health insurance	39,810	38,000	1,810
Workers compensation	760	860	(100)
Staff development	<u>613</u>	<u>500</u>	<u>113</u>
Total Personnel	<u>233,804</u>	<u>229,061</u>	<u>4,743</u>
General and Administrative Costs			
Advertising	1,780	2,000	(220)
Books, subscriptions, reference	109	2,250	(2,141)
Depreciation and amortization expense	0	2,250	(2,250)
Dues, Fees and Fines			
Bank, Credit Card and Finance Charges	5,165	2,600	2,565
Dues	125	2,000	(1,875)
Fines and Late Fees	<u>726</u>	<u>300</u>	<u>426</u>
Total Dues, Fees and Fines	<u>6,016</u>	<u>4,900</u>	<u>1,116</u>

RESIST, Inc.  
Statement of Activities - Long Form  
For the Period Ended December 31, 2009

	<u>YTD ACTUAL 2009</u>	<u>ANNUAL BUDGET</u>	<u>+/- BUDGET</u>
Equip rental & maintenance	1,323	4,125	(2,802)
Filing Fees - State Registration	3,395	1,700	1,695
Insurance			
Liability	782	1,000	(218)
Directors and Officers	2,225	2,300	(75)
Computer	0	89	(89)
Property	964	900	64
Total Insurance	3,971	4,289	(318)
Minor office equipment	712	1,250	(538)
Occupancy expenses			
Rent	40,838	40,836	2
Repairs and maintenance	0	250	(250)
Utilities	3,171	4,000	(829)
Real estate taxes	0	0	0
Sub lease (rent)	(18,225)	(16,875)	(1,350)
Sub lease (utilities)	(1,027)	(1,600)	573
Total Occupancy expenses	24,757	26,611	(1,854)
Printing & Copying	1,007	1,250	(243)
Postage, shipping, delivery			
US Post Office	516	1,500	(984)
Postage due/BRE envelopes	3,629	3,000	629
Total Postage, shipping, delivery	4,145	4,500	(355)
Professional Fees			
Temporary Help	6,016	0	6,016
Accounting	20,200	14,000	6,200
Consultants	90	0	90
Brokerage Fees	1,810	1,700	110
Total Professional fees	28,116	15,700	12,416
Supplies	3,401	3,000	401
Telephone	2,621	2,750	(129)
Travel & meetings expenses			
Conference, convention, meeting	0	100	(100)
Meals, food	319	200	119
Travel	422	300	122
Total travel & meeting expenses	741	600	141
Total General and Administrative Costs	82,094	77,175	4,919
Board Expenses			
Copying	0	0	0
Postage	46	0	46
Travel	1,685	1,250	435
Food	500	300	200
Total Board Expense	2,231	1,550	681
TOTAL EXPENSES	739,404	664,708	74,196
Net Ordinary Income	(20,752)	5,542	(25,794)



**Subject:** Re: RESIST Audit and 990 Progress

**From:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

**Date:** Mon, 25 Jan 2010 15:53:59 -0500

**To:** "Robin Carton (w)" <robinc@resistinc.org>

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Name: Robin Carton

Date: 1/25/09

I am in favor of this proposal

**Subject:** Re: RE: RESIST Audit and 990 Progress  
**From:** "Mr. Suong" <sonofangkor@gmail.com>  
**Date:** Tue, 26 Jan 2010 04:26:51 +0700  
**To:** Guillermo Quinteros <GuillermoQ@solidago.org>  
**CC:** board@resistinc.org

I approve!

On Jan 25, 2010 4:16 PM, "Guillermo Quinteros" <GuillermoQ@solidago.org> wrote:

Sounds good to me too.

Guillermo Quinteros

Program Officer

Solidago Foundation

Please note our new address:

150 Main Street, Suite 24

Northampton, MA 01060

Tel. 413.587.0174

Fax 413.587.0175

*"Justice is what love looks like in public" - Cornel Ronald West*

**From:** Christy Pardew [mailto:[christy@resistinc.org](mailto:christy@resistinc.org)]

**Sent:** Monday, January 25, 2010 3:02 PM

**To:** [board@resistinc.org](mailto:board@resistinc.org)

**Subject:** Re: RESIST Audit and 990 Progress

Sounds good to me. Christy -- Christy Pardew Communications Director RESIST 617-623-5110 htt...



**Subject:** Re: RESIST Audit and 990 Progress

**From:** Marc Miller <marc@fortpointtheatrechannel.org>

**Date:** Mon, 25 Jan 2010 21:18:39 -0500

**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

**CC:** Board - RESIST <board@resistinc.org>, Linda Smith <Linda@lms-cpa.com>

In favor.  
Marc Miller

On Mon, Jan 25, 2010 at 1:29 PM, Robin Carton (Grants Manager) <robinc@resistinc.org> wrote:

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Please respond to this e-mail as soon as possible with your acceptance or concerns.

Thank you.

Robin

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:

--  
Marc S. Miller  
Co-Artistic Director/Producer  
Fort Point Theatre Channel  
www.fortpointtheatrechannel.org  
marc@fortpointtheatrechannel.org

**Subject:** Re: RESIST Audit and 990 Progress

**From:** Camilo Viveiros <camiloviveiros@yahoo.com>

**Date:** Mon, 25 Jan 2010 20:43:18 -0800 (PST)

**To:** Marc Miller <marc@fortpointtheatrechannel.org>, "Robin Carton \ (Grants Manager\)" <robinc@resistinc.org>

**CC:** Board - RESIST <board@resistinc.org>, Linda Smith <Linda@lms-cpa.com>

find by me  
camilo

----- Original Message -----

From: Marc Miller <marc@fortpointtheatrechannel.org>

To: Robin Carton (Grants Manager) <robinc@resistinc.org>

Cc: Board - RESIST <board@resistinc.org>; Linda Smith <Linda@lms-cpa.com>

Sent: Mon, January 25, 2010 9:18:39 PM

Subject: Re: RESIST Audit and 990 Progress

In favor.  
Marc Miller

On Mon, Jan 25, 2010 at 1:29 PM, Robin Carton (Grants Manager) <robinc@resistinc.org> wrote:

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Please respond to this e-mail as soon as possible with your acceptance or concerns.

Thank you.

Robin

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:

--  
Marc S. Miller  
Co-Artistic Director/Producer  
Fort Point Theatre Channel



**Subject:** RE: RESIST Audit and 990 Progress  
**From:** "Guillermo Quinteros" <GuillermoQ@solidago.org>  
**Date:** Mon, 25 Jan 2010 16:16:08 -0500  
**To:** <board@resistinc.org>

Sounds good to me too.

Guillermo Quinteros  
Program Officer  
Solidago Foundation

Please note our new address:

150 Main Street, Suite 24  
Northampton, MA 01060  
Tel. 413.587.0174  
Fax 413.587.0175

*"Justice is what love looks like in public" - Cornel Ronald West*

**From:** Christy Pardew [mailto:christy@resistinc.org]  
**Sent:** Monday, January 25, 2010 3:02 PM  
**To:** board@resistinc.org  
**Subject:** Re: RESIST Audit and 990 Progress

Sounds good to me.

Christy

--  
Christy Pardew  
Communications Director  
RESIST  
617-623-5110  
<http://www.resistinc.org>

Stay in touch with RESIST:  
[www.resistinc.org/subscribe](http://www.resistinc.org/subscribe)

Quoting Dimple Rana :  
I accept.

Dimple~>

Dimple Rana

Co-Director and Lead Community Organizer  
Deported Diaspora

**Subject:** Re: RESIST Audit and 990 Progress

**From:** melissa <mmcarino@gmail.com>

**Date:** Mon, 25 Jan 2010 16:14:42 -0500

**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

I approve.

On Mon, Jan 25, 2010 at 3:01 PM, Christy Pardew <[christy@resistinc.org](mailto:christy@resistinc.org)> wrote:

Sounds good to me.

Christy

--

Christy Pardew  
Communications Director  
RESIST  
617-623-5110  
<http://www.resistinc.org>

Stay in touch with RESIST:  
[www.resistinc.org/subscribe](http://www.resistinc.org/subscribe)

Quoting Dimple Rana :

I accept.

Dimple~>

Dimple Rana

Co-Director and Lead Community Organizer  
Deported Diaspora  
P.O. Box 52471  
Boston, MA 02205  
<http://www.deporteddiaspora.org/>  
<http://www.facebook.com/deporteddiaspora/>

Resist, Inc.  
Board Member  
<http://www.resistinc.org/>

My URL's  
<http://www.facebook.com/dimple.scorpio/>

If I cannot air this pain and alter it, I will surely die of it. That's the beginning of social protest. - Audre Lorde

On Mon, Jan 25, 2010 at 1:55 PM, Jennifer Bonardi <[jbbonardi@hotmail.com](mailto:jbbonardi@hotmail.com)> wrote:

OK.



**Subject:** Re: RESIST Audit and 990 Progress  
**From:** Carol Schachet <carols3b@gmail.com>  
**Date:** Mon, 25 Jan 2010 15:54:16 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

I approve.

On Mon, Jan 25, 2010 at 1:29 PM, Robin Carton (Grants Manager) <[robinc@resistinc.org](mailto:robinc@resistinc.org)> wrote:  
Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Please respond to this e-mail as soon as possible with your acceptance or concerns.

Thank you.

Robin

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:

**Subject:** Re: RESIST Audit and 990 Progress  
**From:** Miabi Chatterji <mc1322@nyu.edu>  
**Date:** Mon, 25 Jan 2010 15:58:08 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

Yes, absolutely.

----- Original Message -----

From: "Robin Carton (Grants Manager)" <robinc@resistinc.org>  
Date: Monday, January 25, 2010 1:46 pm  
Subject: RESIST Audit and 990 Progress  
To: Board - RESIST <board@resistinc.org>  
Cc: Linda Smith <Linda@lms-cpa.com>

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Please respond to this e-mail as soon as possible with your acceptance or concerns.

Thank you.

Robin

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The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:



**Subject:** Re: RESIST Audit and 990 Progress

**From:** Yafreisy Mejia <yafreisym@resistinc.org>

**Date:** Wed, 27 Jan 2010 09:22:19 -0500

**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

**CC:** Board - RESIST <board@resistinc.org>, Linda Smith <Linda@lms-cpa.com>

Fine by me

Yafreisy

Robin Carton (Grants Manager) wrote:

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Please respond to this e-mail as soon as possible with your acceptance or concerns.

Thank you.

Robin

-----  
The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:

Yafreisy Mejia <yafreisym@resistinc.org>

Administrative Director

Resist, Inc.

**Subject:** Re: RESIST Audit and 990 Progress

**From:** Cynthia Bargar <cbargar@gis.net>

**Date:** Wed, 27 Jan 2010 09:29:29 -0500

**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

Name: Cynthia Bargar

Date: 1/27/10

I am in favor of this proposal:

--

Cynthia M. Bargar  
Midway Studios #418  
15 Channel Center St.  
Boston, MA 02210  
617.513.3407



**Subject:** Re: RESIST Audit and 990 Progress  
**From:** "Christy Pardew" <christy@resistinc.org>  
**Date:** Mon, 25 Jan 2010 15:01:40 -0500  
**To:** board@resistinc.org

Sounds good to me.

Christy

--  
Christy Pardew  
Communications Director  
RESIST  
617-623-5110  
<http://www.resistinc.org>

Stay in touch with RESIST:  
[www.resistinc.org/subscribe](http://www.resistinc.org/subscribe)

Quoting Dimple Rana :

I accept.

Dimple~>

Dimple Rana

Co-Director and Lead Community Organizer  
Deported Diaspora  
P.O. Box 52471  
Boston, MA 02205  
<http://www.deporteddiaspora.org/>  
<http://www.facebook.com/deporteddiaspora/>

Resist, Inc.  
Board Member  
<http://www.resistinc.org/>

My URL's  
<http://www.facebook.com/dimple.scorpio/>

If I cannot air this pain and alter it, I will surely die of it. That's the beginning of social protest. - Audre Lorde

On Mon, Jan 25, 2010 at 1:55 PM, Jennifer Bonardi <[jbonardi@hotmail.com](mailto:jbonardi@hotmail.com)> wrote:

OK.

- Jen Bonardi

**Subject:** Re: RESIST Audit and 990 Progress  
**From:** Dimple Rana <dimple.scorpio@gmail.com>  
**Date:** Mon, 25 Jan 2010 14:56:55 -0500  
**To:** Jennifer Bonardi <jbonardi@hotmail.com>  
**CC:** Robin Carton <robinc@resistinc.org>, board@resistinc.org, linda@lms-cpa.com

I accept.

Dimple~>

Dimple Rana

Co-Director and Lead Community Organizer  
Deported Diaspora  
P.O. Box 52471  
Boston, MA 02205  
<http://www.deporteddiaspora.org/>  
<http://www.facebook.com/deporteddiaspora/>

Resist, Inc.  
Board Member  
<http://www.resistinc.org/>

My URL's  
<http://www.facebook.com/dimple.scorpio/>

If I cannot air this pain and alter it, I will surely die of it. That's the beginning of social protest. - Audre Lorde

On Mon, Jan 25, 2010 at 1:55 PM, Jennifer Bonardi <jbonardi@hotmail.com> wrote:  
OK.

- Jen Bonardi

Date: Mon, 25 Jan 2010 13:29:58 -0500  
From: robinc@resistinc.org  
To: board@resistinc.org  
CC: Linda@lms-cpa.com  
Subject: RESIST Audit and 990 Progress

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

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**Subject:** Re: RESIST Audit and 990 Progress

**From:** "Jim O'Brien" <jimobrien48@gmail.com>

**Date:** Mon, 25 Jan 2010 14:42:10 -0500

**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

The Board empowers the Finance Committee to review the draft audited financial statements and IRS Form 990. In the event that any filing is required before the next full meeting of the Board of Directors, the Finance Committee is authorized to make a final determination of the accuracy and completeness of any filing, including all IRS Form 990 filings, attachments and audited financial statements. The Finance Committee shall report any authorizations made to the Board at the next scheduled meeting.

Name: Jim O'B

Date: 1/25/10

I am in favor of this proposal: Yes

I am not in favor of this proposal:

**Subject:** Re: RESIST Audit and 990 Progress  
**From:** "Ravi Khanna" <ravikhanna@igc.org>  
**Date:** Mon, 25 Jan 2010 14:27:55 -0500  
**To:** "Robin Carton \ (Grants Manager\)" <robinc@resistinc.org>

OK with me!

----- Original Message -----

**From:** Robin Carton (Grants Manager)  
**To:** Board - RESIST  
**Cc:** Linda Smith  
**Sent:** Monday, January 25, 2010 1:29 PM  
**Subject:** RESIST Audit and 990 Progress

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

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Thank you.

Robin

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Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:



**Subject:** Re: RESIST Audit and 990 Progress  
**From:** diana digges <dldigges@yahoo.com>  
**Date:** Mon, 25 Jan 2010 11:31:10 -0800 (PST)  
**To:** "Robin Carton \ (Grants Manager\)" <robinc@resistinc.org>

see approval below

**From:** Robin Carton (Grants Manager) <robinc@resistinc.org>  
**To:** Board - RESIST <board@resistinc.org>  
**Cc:** Linda Smith <Linda@lms-cpa.com>  
**Sent:** Mon, January 25, 2010 1:29:58 PM  
**Subject:** RESIST Audit and 990 Progress

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

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Name: Diana Digges

Date: January 25, 2010

I am in favor of this proposal: YES  
I am not in favor of this proposal:

**Subject:** Re: RESIST Audit and 990 Progress  
**From:** "Kay Mathew" <kaymathew@juno.com>  
**Date:** Mon, 25 Jan 2010 18:48:05 GMT  
**To:** robinc@resistinc.org  
**CC:** board@resistinc.org, Linda@lms-cpa.com

Ok.

Kay Mathew  
Boston, Massachusetts

---

Banking

Click here to find the perfect banking opportunity!

<http://thirdpartyoffers.juno.com/TGL2141/c?cp=MEE8PhatxHz4qBjd5LsGHAAAJ1C-QVG1kY-hVrFDsZ3fy-WL?>

**Subject:** RESIST Audit and 990 Progress  
**From:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>  
**Date:** Mon, 25 Jan 2010 13:29:58 -0500  
**To:** Board - RESIST <board@resistinc.org>  
**CC:** Linda Smith <Linda@lms-cpa.com>

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

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Name:

Date:



**Subject:** RE: RESIST Audit and 990 Progress

**From:** Jennifer Bonardi <jbonardi@hotmail.com>

**Date:** Mon, 25 Jan 2010 13:55:19 -0500

**To:** Robin Carton <robinc@resistinc.org>, <board@resistinc.org>

**CC:** <linda@lms-cpa.com>

OK.

- Jen Bonardi

Date: Mon, 25 Jan 2010 13:29:58 -0500

From: robinc@resistinc.org

To: board@resistinc.org

CC: Linda@lms-cpa.com

Subject: RESIST Audit and 990 Progress

Dear Board members,

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Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:

Hotmail: Free, trusted and rich email service. [Get it now.](#)

**Subject:** Re: RESIST Audit and 990 Progress  
**From:** Becca Howes-Mischel <beccaella@gmail.com>  
**Date:** Mon, 25 Jan 2010 14:03:31 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

I am in favor of this proposal

good luck with the audit

On Mon, Jan 25, 2010 at 1:29 PM, Robin Carton (Grants Manager) <robinc@resistinc.org> wrote:

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

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Robin

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Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:

--  
Rebecca Howes-Mischel  
Ph.D. Candidate  
Dept of Anthropology  
New York University  
<http://homepages.nyu.edu/~rhm222>



**Subject:** Re: RESIST Audit and 990 Progress  
**From:** Jen Willsea <jen.willsea@gmail.com>  
**Date:** Mon, 25 Jan 2010 14:03:59 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

ok with me!

On Mon, Jan 25, 2010 at 1:29 PM, Robin Carton (Grants Manager) <[robinc@resistinc.org](mailto:robinc@resistinc.org)> wrote:

Dear Board members,

We are beginning our audit and IRS Form 990 preparation today. In order to allow this process to go forward smoothly (and to enable a timely filing of our 990), Linda Smith has asked the Board to approve the following request:

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Name:

Date:

I am in favor of this proposal:

I am not in favor of this proposal:

**Subject:** Re: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** melissa <mmcarino@gmail.com>  
**Date:** Tue, 19 Jan 2010 11:48:28 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

On Mon, Jan 11, 2010 at 5:11 PM, Robin Carton (Grants Manager) <robinc@resistinc.org> wrote:

Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

All the gobbledygook is below and attached as a separate document.

So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

The Board, via the By-Laws, is empowered to take this action by e-mail. I will collect responses until Thursday and they can be found in the 2010 Minute book if anyone would like to see them.

Thank you.

Robin

**Morgan Stanley Enabling Resolutions**  
**1/14/2010**

The following is a full, true and correct copy of Resolutions duly and regularly adopted by vote of the Board of Directors of the Client, that such Resolutions have not been rescinded or modified and are in full force and effect, and the Client further represents and warrants that: (1) the Resolutions are in accord with and pursuant to the Client's underlying charter and bylaws; (2) the Resolutions are in accord with all constitutional, statutory and regulatory provisions pertaining to the Client; (3) the Client is empowered to take the actions called for by the Resolutions; (4) the Client is duly organized, validly existing and in good standing under all applicable state laws; and (5) the persons designated above as officers of the Client have been duly installed and now hold the offices in the Client set forth by their respective names and their true signatures.

1. Resolved that the Client is authorized and empowered to open one or more investment accounts (collectively, the "Securities Account") with Morgan Stanley Smith Barney.

2. Resolved that the Securities Account shall be a Cash Account or a Margin Account for the purpose of purchasing, investing in, or otherwise acquiring, selling (including short sales), possessing, transferring, exchanging, pledging, or otherwise disposing of, and generally dealing in any and all forms of securities and financial instruments of every kind or nature whatsoever, including, without limitation, purchasing, selling, etc., of option contracts (including uncovered option contracts). All orders and instructions, written or oral, relating to the Securities Account shall be given by one of the individuals designated above under the heading "Authorized Individuals," and each of them individually is hereby authorized and directed to purchase and/or sell and/or deal in any and all securities and financial instruments for the Client, including the power to deliver, accept delivery of, pledge, endorse, surrender and direct the transfer of record title of any assets beneficially owned by the Client for any purpose, including to effect any exchange or conversion, or to deposit with any protective or similar committee, or otherwise, without obligation on Morgan Stanley



Smith Barney's part to inquire into the reasons for said order or instructions.

3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

4. Resolved that Morgan Stanley Smith Barney may deal with any one of the Authorized Individuals as though Morgan Stanley Smith Barney were dealing with the Client directly and each Authorized Individual is authorized and directed generally to do and take all action necessary in connection with the Securities Account.

5. Resolved that each of the Authorized Individuals is authorized and directed to bind and obligate the Client to and for the carrying out of any contract, arrangement or transaction that shall be entered into by any such Authorized Individual for and on behalf of the Client with or through Morgan Stanley Smith Barney; to execute and deliver to Morgan Stanley Smith Barney on behalf of the Client any and all agreements, documents, contracts, releases and other writings that Morgan Stanley Smith Barney may require; to affix the corporate seal to any documents or agreements; and to agree to any terms or conditions to control the Securities Account.

6. Resolved that the Secretary (or other duly designated officer) of the Client is hereby authorized, empowered and directed to certify, under the Seal of the Client, or otherwise to Morgan Stanley Smith Barney: (a) a true copy of these Resolutions; (b) specimen signatures of each and every individual empowered by these Resolutions; (c) a certificate (which, if Morgan Stanley Smith Barney requires, shall be supported by an opinion of the general counsel of the Client, or other counsel satisfactory to Morgan Stanley Smith Barney) that the Client is duly organized and existing, that its charter empowers to transact the business contemplated in these Resolutions, and that no limitation has been imposed upon such powers by constitution, statute, regulations, charter, bylaw or otherwise.

7. Resolved that Morgan Stanley Smith Barney may rely upon any certification given in accordance with these Resolutions as continuing fully effective unless and until Morgan Stanley Smith Barney shall receive due written notice of an amendment, modification or rescission of such Resolutions or certification. Further resolved that Morgan Stanley Smith Barney shall not be liable for any action taken or not taken upon instruction of any Authorized Individual prior to Morgan Stanley Smith Barney's actual receipt of written notice of the termination or impairment of such person's authority. The failure to supply any specimen signature shall not invalidate any transaction which is in accordance with authority actually granted.

Further resolved that the Client shall indemnify and hold harmless Morgan Stanley Smith Barney, Morgan Stanley & Co. Incorporated and any of their subsidiaries and affiliates from any and all claims that a transaction was unauthorized or outside the scope of the Client's powers, if such transaction was authorized by any of the Authorized Individuals.

8. Resolved that in the event of any change in the office or powers of persons hereby empowered, the Secretary (or other duly designated officer) shall certify such changes to Morgan Stanley Smith Barney, in writing, which certification, when Morgan Stanley Smith Barney receives it, shall terminate the powers of the persons previously authorized and empower the persons thereby substituted.

9. Resolved that the Client hereby authorizes Morgan Stanley Smith Barney to charge any amount due

Morgan Stanley Smith Barney under any arrangement with the Client against any or all of the accounts and other property of the Client held with Morgan Stanley Smith Barney or any of its affiliates, with the Client remaining liable for any deficiency and each Authorized Individual is authorized and directed to pay to Morgan Stanley Smith Barney by checks and/or drafts drawn upon the funds of the Client such sums as may be necessary to discharge the Client's obligations to Morgan Stanley Smith Barney.

10. I/we agree that Morgan Stanley Smith Barney may apply this form to any accounts in the name of the entity listed in Section 1 above. I/we further agree that all of the terms, conditions, authorizations and representations shall apply to such accounts.

**I vote in favor of this resolution:**

**I oppose this resolution:**

**Name: Melissa Cariño**

**Date: January 19, 2010**



**Subject:** RE: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** Jennifer Bonardi <jbonardi@hotmail.com>  
**Date:** Fri, 15 Jan 2010 10:41:58 -0500  
**To:** Robin Carton <robinc@resistinc.org>

Sorry I'm a day late! :-(

Date: Mon, 11 Jan 2010 17:11:32 -0500  
From: robinc@resistinc.org  
To: board@resistinc.org  
Subject: Morgan Stanley Enabling Resolutions 2010.doc

Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

All the gobbledygook is below and attached as a separate document.

So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

The Board, via the By-Laws, is empowered to take this action by e-mail. I will collect responses until Thursday and they can be found in the 2010 Minute book if anyone would like to see them.

Thank you.

Robin

### **Morgan Stanley Enabling Resolutions 1/14/2010**

The following is a full, true and correct copy of Resolutions duly and regularly adopted by vote of the Board of Directors of the Client, that such Resolutions have not been rescinded or modified and are in full force and effect, and the Client further represents and warrants that: (1) the Resolutions are in accord with and pursuant to the Client's underlying charter and bylaws; (2) the Resolutions are in accord with all constitutional, statutory and regulatory provisions pertaining to the Client; (3) the Client is empowered to take the actions called for by the Resolutions; (4) the Client is duly organized, validly existing and in good standing under all applicable state laws; and (5) the persons designated above as officers of the Client have been duly installed and now hold the offices in the Client set forth by their respective names and their true signatures.

1. Resolved that the Client is authorized and empowered to open one or more investment accounts (collectively, the "Securities Account") with Morgan Stanley Smith Barney.

2. Resolved that the Securities Account shall be a Cash Account or a Margin Account for the purpose of purchasing, investing in, or otherwise acquiring, selling (including short sales), possessing, transferring, exchanging, pledging, or otherwise disposing of, and



generally dealing in any and all forms of securities and financial instruments of every kind or nature whatsoever, including, without limitation, purchasing, selling, etc., of option contracts (including uncovered option contracts). All orders and instructions, written or oral, relating to the Securities Account shall be given by one of the individuals designated above under the heading "Authorized Individuals," and each of them individually is hereby authorized and directed to purchase and/or sell and/or deal in any and all securities and financial instruments for the Client, including the power to deliver, accept delivery of, pledge, endorse, surrender and direct the transfer of record title of any assets beneficially owned by the Client for any purpose, including to effect any exchange or conversion, or to deposit with any protective or similar committee, or otherwise, without obligation on Morgan Stanley Smith Barney's part to inquire into the reasons for said order or instructions.

3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

4. Resolved that Morgan Stanley Smith Barney may deal with any one of the Authorized Individuals as though Morgan Stanley Smith Barney were dealing with the Client directly and each Authorized Individual is authorized and directed generally to do and take all action necessary in connection with the Securities Account.

5. Resolved that each of the Authorized Individuals is authorized and directed to bind and obligate the Client to and for the carrying out of any contract, arrangement or transaction that shall be entered into by any such Authorized Individual for and on behalf of the Client with or through Morgan Stanley Smith Barney; to execute and deliver to Morgan Stanley Smith Barney on behalf of the Client any and all agreements, documents, contracts, releases and other writings that Morgan Stanley Smith Barney may require; to affix the corporate seal to any documents or agreements; and to agree to any terms or conditions to control the Securities Account.

6. Resolved that the Secretary (or other duly designated officer) of the Client is hereby authorized, empowered and directed to certify, under the Seal of the Client, or otherwise to Morgan Stanley Smith Barney: (a) a true copy of these Resolutions; (b) specimen signatures of each and every individual empowered by these Resolutions; (c) a certificate (which, if Morgan Stanley Smith Barney requires, shall be supported by an opinion of the general counsel of the Client, or other counsel satisfactory to Morgan Stanley Smith Barney) that the Client is duly organized and existing, that its charter empowers to transact the business contemplated in these Resolutions, and that no limitation has been imposed upon such powers by constitution, statute, regulations, charter, bylaw or otherwise.

7. Resolved that Morgan Stanley Smith Barney may rely upon any certification given in



accordance with these Resolutions as continuing fully effective unless and until Morgan Stanley Smith Barney shall receive due written notice of an amendment, modification or rescission of such Resolutions or certification. Further resolved that Morgan Stanley Smith Barney shall not be liable for any action taken or not taken upon instruction of any Authorized Individual prior to Morgan Stanley Smith Barney's actual receipt of written notice of the termination or impairment of such person's authority. The failure to supply any specimen signature shall not invalidate any transaction which is in accordance with authority actually granted.

Further resolved that the Client shall indemnify and hold harmless Morgan Stanley Smith Barney, Morgan Stanley & Co. Incorporated and any of their subsidiaries and affiliates from any and all claims that a transaction was unauthorized or outside the scope of the Client's powers, if such transaction was authorized by any of the Authorized Individuals.

8. Resolved that in the event of any change in the office or powers of persons hereby empowered, the Secretary (or other duly designated officer) shall certify such changes to Morgan Stanley Smith Barney, in writing, which certification, when Morgan Stanley Smith Barney receives it, shall terminate the powers of the persons previously authorized and empower the persons thereby substituted.

9. Resolved that the Client hereby authorizes Morgan Stanley Smith Barney to charge any amount due Morgan Stanley Smith Barney under any arrangement with the Client against any or all of the accounts and other property of the Client held with Morgan Stanley Smith Barney or any of its affiliates, with the Client remaining liable for any deficiency and each Authorized Individual is authorized and directed to pay to Morgan Stanley Smith Barney by checks and/or drafts drawn upon the funds of the Client such sums as may be necessary to discharge the Client's obligations to Morgan Stanley Smith Barney.

10. I/we agree that Morgan Stanley Smith Barney may apply this form to any accounts in the name of the entity listed in Section 1 above. I/we further agree that all of the terms, conditions, authorizations and representations shall apply to such accounts.

**I vote in favor of this resolution: X**

**I oppose this resolution:**

**Name: Jennifer Bonardi**

**Date: 1/15/2010**

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**Subject:** Re: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** Christy Pardew <christy@resistinc.org>  
**Date:** Wed, 13 Jan 2010 08:54:08 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

Robin Carton (Grants Manager) wrote:

Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

All the gobbledegook is below and attached as a separate document.

So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

The Board, via the By-Laws, is empowered to take this action by e-mail. I will collect responses until Thursday and they can be found in the 2010 Minute book if anyone would like to see them.

Thank you.

Robin

**Morgan Stanley Enabling Resolutions**  
**1/14/2010**

The following is a full, true and correct copy of Resolutions duly and regularly adopted by vote of the Board of Directors of the Client, that such Resolutions have not been rescinded or modified and are in full force and effect, and the Client further represents and warrants that: (1) the Resolutions are in accord with and pursuant to the Client's underlying charter and bylaws; (2) the Resolutions are in accord with all constitutional, statutory and regulatory provisions pertaining to the Client; (3) the Client is empowered to take the actions called for by the Resolutions; (4) the Client is duly organized, validly existing and in good standing under all applicable state laws; and (5) the persons designated above as officers of the Client have been duly installed and now hold the offices in the Client set forth by their respective names and their true signatures.

1. Resolved that the Client is authorized and empowered to open one or more investment accounts (collectively, the "Securities Account") with Morgan Stanley Smith Barney.

2. Resolved that the Securities Account shall be a Cash Account or a Margin Account for the purpose of purchasing, investing in, or otherwise acquiring, selling (including short sales), possessing, transferring, exchanging, pledging, or otherwise disposing of, and generally dealing in any and all forms of securities and financial instruments of every kind or nature whatsoever, including, without limitation, purchasing, selling, etc., of option contracts (including uncovered option contracts). All orders and instructions, written or oral, relating to the Securities Account shall be given by one of the individuals designated above under the heading "Authorized Individuals," and each of them individually is hereby authorized and directed to purchase and/or sell and/or deal in any and all securities and financial instruments for the Client, including the power to deliver, accept delivery of, pledge, endorse, surrender and direct the transfer of record title of



any assets beneficially owned by the Client for any purpose, including to effect any exchange or conversion, or to deposit with any protective or similar committee, or otherwise, without obligation on Morgan Stanley Smith Barney's part to inquire into the reasons for said order or instructions.

3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

4. Resolved that Morgan Stanley Smith Barney may deal with any one of the Authorized Individuals as though Morgan Stanley Smith Barney were dealing with the Client directly and each Authorized Individual is authorized and directed generally to do and take all action necessary in connection with the Securities Account.

5. Resolved that each of the Authorized Individuals is authorized and directed to bind and obligate the Client to and for the carrying out of any contract, arrangement or transaction that shall be entered into by any such Authorized Individual for and on behalf of the Client with or through Morgan Stanley Smith Barney; to execute and deliver to Morgan Stanley Smith Barney on behalf of the Client any and all agreements, documents, contracts, releases and other writings that Morgan Stanley Smith Barney may require; to affix the corporate seal to any documents or agreements; and to agree to any terms or conditions to control the Securities Account.

6. Resolved that the Secretary (or other duly designated officer) of the Client is hereby authorized, empowered and directed to certify, under the Seal of the Client, or otherwise to Morgan Stanley Smith Barney: (a) a true copy of these Resolutions; (b) specimen signatures of each and every individual empowered by these Resolutions; (c) a certificate (which, if Morgan Stanley Smith Barney requires, shall be supported by an opinion of the general counsel of the Client, or other counsel satisfactory to Morgan Stanley Smith Barney) that the Client is duly organized and existing, that its charter empowers to transact the business contemplated in these Resolutions, and that no limitation has been imposed upon such powers by constitution, statute, regulations, charter, bylaw or otherwise.

7. Resolved that Morgan Stanley Smith Barney may rely upon any certification given in accordance with these Resolutions as continuing fully effective unless and until Morgan Stanley Smith Barney shall receive due written notice of an amendment, modification or rescission of such Resolutions or certification. Further resolved that Morgan Stanley Smith Barney shall not be liable for any action taken or not taken upon instruction of any Authorized Individual prior to Morgan Stanley Smith Barney's actual receipt of written notice of the termination or impairment of such person's authority. The failure to supply any specimen signature shall not invalidate any transaction which is in accordance with authority actually granted.

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10. I/we agree that Morgan Stanley Smith Barney may apply this form to any accounts in the name of the entity listed in Section 1 above. I/we further agree that all of the terms, conditions, authorizations and representations shall apply to such accounts.

**I vote in favor of this resolution: Christy Pardew**

**I oppose this resolution:**

**Name: Christy Pardew**

**Date: January 13, 2009**

--

Christy Pardew  
Communications Director, RESIST  
617-623-5110

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**Subject:** Re: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** Dimple Rana <dimple.scorpio@gmail.com>  
**Date:** Tue, 12 Jan 2010 16:22:54 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

Hey Robin,

I vote in favor of the Morgan Stanley resolutions have signed and dated below.

Peace.

Dimple~>

**Morgan Stanley Enabling Resolutions**  
**1/14/2010**

The following is a full, true and correct copy of Resolutions duly and regularly adopted by vote of the Board of Directors of the Client, that such Resolutions have not been rescinded or modified and are in full force and effect, and the Client further represents and warrants that: (1) the Resolutions are in accord with and pursuant to the Client's underlying charter and bylaws; (2) the Resolutions are in accord with all constitutional, statutory and regulatory provisions pertaining to the Client; (3) the Client is empowered to take the actions called for by the Resolutions; (4) the Client is duly organized, validly existing and in good standing under all applicable state laws; and (5) the persons designated above as officers of the Client have been duly installed and now hold the offices in the Client set forth by their respective names and their true signatures.

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3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.



4. Resolved that Morgan Stanley Smith Barney may deal with any one of the Authorized Individuals as though Morgan Stanley Smith Barney were dealing with the Client directly and each Authorized Individual is authorized and directed generally to do and take all action necessary in connection with the Securities Account.

5. Resolved that each of the Authorized Individuals is authorized and directed to bind and obligate the Client to and for the carrying out of any contract, arrangement or transaction that shall be entered into by any such Authorized Individual for and on behalf of the Client with or through Morgan Stanley Smith Barney; to execute and deliver to Morgan Stanley Smith Barney on behalf of the Client any and all agreements, documents, contracts, releases and other writings that Morgan Stanley Smith Barney may require; to affix the corporate seal to any documents or agreements; and to agree to any terms or conditions to control the Securities Account.

6. Resolved that the Secretary (or other duly designated officer) of the Client is hereby authorized, empowered and directed to certify, under the Seal of the Client, or otherwise to Morgan Stanley Smith Barney: (a) a true copy of these Resolutions; (b) specimen signatures of each and every individual empowered by these Resolutions; (c) a certificate (which, if Morgan Stanley Smith Barney requires, shall be supported by an opinion of the general counsel of the Client, or other counsel satisfactory to Morgan Stanley Smith Barney) that the Client is duly organized and existing, that its charter empowers to transact the business contemplated in these Resolutions, and that no limitation has been imposed upon such powers by constitution, statute, regulations, charter, bylaw or otherwise.

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10. I/we agree that Morgan Stanley Smith Barney may apply this form to any accounts in the name of the entity listed in Section 1 above. I/we further agree that all of the terms, conditions, authorizations and representations shall apply to such accounts.

**I vote in favor of this resolution: YES**

**I oppose this resolution:**



**Name: Dimple Rana**

**Date: 1/12/2010**

**Subject:** Re: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** Marc Miller <marc@fortpointtheatrechannel.org>  
**Date:** Mon, 11 Jan 2010 17:24:01 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

See below.

On Mon, Jan 11, 2010 at 5:11 PM, Robin Carton (Grants Manager) <[robinc@resistinc.org](mailto:robinc@resistinc.org)> wrote:  
Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

All the gobbledygook is below and attached as a separate document.

So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

The Board, via the By-Laws, is empowered to take this action by e-mail. I will collect responses until Thursday and they can be found in the 2010 Minute book if anyone would like to see them.

Thank you.

Robin

**Morgan Stanley Enabling Resolutions**  
**1/14/2010**

The following is a full, true and correct copy of Resolutions duly and regularly adopted by vote of the Board of Directors of the Client, that such Resolutions have not been rescinded or modified and are in full force and effect, and the Client further represents and warrants that: (1) the Resolutions are in accord with and pursuant to the Client's underlying charter and bylaws; (2) the Resolutions are in accord with all constitutional, statutory and regulatory provisions pertaining to the Client; (3) the Client is empowered to take the actions called for by the Resolutions; (4) the Client is duly organized, validly existing and in good standing under all applicable state laws; and (5) the persons designated above as officers of the Client have been duly installed and now hold the offices in the Client set forth by their respective names and their true signatures.

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Smith Barney's part to inquire into the reasons for said order or instructions.

3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

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5. Resolved that each of the Authorized Individuals is authorized and directed to bind and obligate the Client to and for the carrying out of any contract, arrangement or transaction that shall be entered into by any such Authorized Individual for and on behalf of the Client with or through Morgan Stanley Smith Barney; to execute and deliver to Morgan Stanley Smith Barney on behalf of the Client any and all agreements, documents, contracts, releases and other writings that Morgan Stanley Smith Barney may require; to affix the corporate seal to any documents or agreements; and to agree to any terms or conditions to control the Securities Account.

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Morgan Stanley Smith Barney under any arrangement with the Client against any or all of the accounts and other property of the Client held with Morgan Stanley Smith Barney or any of its affiliates, with the Client remaining liable for any deficiency and each Authorized Individual is authorized and directed to pay to Morgan Stanley Smith Barney by checks and/or drafts drawn upon the funds of the Client such sums as may be necessary to discharge the Client's obligations to Morgan Stanley Smith Barney.

10. I/we agree that Morgan Stanley Smith Barney may apply this form to any accounts in the name of the entity listed in Section 1 above. I/we further agree that all of the terms, conditions, authorizations and representations shall apply to such accounts.

**I vote in favor of this resolution: Marc Miller**

**I oppose this resolution:**

**Name: Marc Miller**

**Date: January 11, 2001**



**Subject:** Re: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** "Jim O'Brien" <jimobrien48@gmail.com>  
**Date:** Mon, 11 Jan 2010 17:31:52 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

On 1/11/10, **Robin Carton (Grants Manager)** <robinc@resistinc.org> wrote:

Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

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So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

The Board, via the By-Laws, is empowered to take this action by e-mail. I will collect responses until Thursday and they can be found in the 2010 Minute book if anyone would like to see them.

Thank you.

Robin

**Morgan Stanley Enabling Resolutions**  
**1/14/2010**

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3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

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7. Resolved that Morgan Stanley Smith Barney may rely upon any certification given in accordance with these Resolutions as continuing fully effective unless and until Morgan Stanley Smith Barney shall receive due written notice of an amendment, modification or rescission of such Resolutions or certification. Further resolved that Morgan Stanley Smith Barney shall not be liable for any action taken or not taken upon instruction of any Authorized Individual prior to Morgan Stanley Smith Barney's actual receipt of written notice of the termination or impairment of such person's authority. The failure to supply any specimen signature shall not invalidate any transaction which is in accordance with authority actually granted.

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8. Resolved that in the event of any change in the office or powers of persons hereby empowered, the Secretary (or other duly designated officer) shall certify such changes to Morgan Stanley Smith Barney, in writing, which certification, when Morgan Stanley Smith Barney receives it, shall terminate the powers of the persons previously authorized and empower the persons thereby substituted.



9. Resolved that the Client hereby authorizes Morgan Stanley Smith Barney to charge any amount due Morgan Stanley Smith Barney under any arrangement with the Client against any or all of the accounts and other property of the Client held with Morgan Stanley Smith Barney or any of its affiliates, with the Client remaining liable for any deficiency and each Authorized Individual is authorized and directed to pay to Morgan Stanley Smith Barney by checks and/or drafts drawn upon the funds of the Client such sums as may be necessary to discharge the Client's obligations to Morgan Stanley Smith Barney.

10. I/we agree that Morgan Stanley Smith Barney may apply this form to any accounts in the name of the entity listed in Section 1 above. I/we further agree that all of the terms, conditions, authorizations and representations shall apply to such accounts.

**I vote in favor of this resolution: x**

**I oppose this resolution:**

**Name: Jim O'Brien**

**Date: 1/11/10**

**Subject:** Re: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** Becca Howes-Mischel <beccaella@gmail.com>  
**Date:** Tue, 12 Jan 2010 09:58:27 -0500  
**To:** "Robin Carton (Grants Manager)" <robinc@resistinc.org>

I vote in favor of this Resolution  
Rebecca Howes-Mischel  
1/12/10

On Mon, Jan 11, 2010 at 5:11 PM, Robin Carton (Grants Manager) <[robinc@resistinc.org](mailto:robinc@resistinc.org)> wrote:  
Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

All the gobbledygook is below and attached as a separate document.

So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

The Board, via the By-Laws, is empowered to take this action by e-mail. I will collect responses until Thursday and they can be found in the 2010 Minute book if anyone would like to see them.

Thank you.

Robin

**Morgan Stanley Enabling Resolutions**  
**1/14/2010**

The following is a full, true and correct copy of Resolutions duly and regularly adopted by vote of the Board of Directors of the Client, that such Resolutions have not been rescinded or modified and are in full force and effect, and the Client further represents and warrants that: (1) the Resolutions are in accord with and pursuant to the Client's underlying charter and bylaws; (2) the Resolutions are in accord with all constitutional, statutory and regulatory provisions pertaining to the Client; (3) the Client is empowered to take the actions called for by the Resolutions; (4) the Client is duly organized, validly existing and in good standing under all applicable state laws; and (5) the persons designated above as officers of the Client have been duly installed and now hold the offices in the Client set forth by their respective names and their true signatures.

1. Resolved that the Client is authorized and empowered to open one or more investment accounts (collectively, the "Securities Account") with Morgan Stanley Smith Barney.

2. Resolved that the Securities Account shall be a Cash Account or a Margin Account for the purpose of purchasing, investing in, or otherwise acquiring, selling (including short sales), possessing, transferring, exchanging, pledging, or otherwise disposing of, and generally dealing in any and all forms of securities and financial instruments of every kind or nature whatsoever, including, without limitation, purchasing, selling, etc., of option contracts (including uncovered option contracts). All orders and instructions, written or oral, relating to the Securities Account shall be given by one of the individuals designated above under the heading "Authorized Individuals," and each of them individually is hereby authorized and directed to purchase and/or sell and/or deal in any and all securities and financial instruments for the Client, including the power to deliver, accept delivery of, pledge, endorse, surrender and direct the transfer of record title of



any assets beneficially owned by the Client for any purpose, including to effect any exchange or conversion, or to deposit with any protective or similar committee, or otherwise, without obligation on Morgan Stanley Smith Barney's part to inquire into the reasons for said order or instructions.

3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

4. Resolved that Morgan Stanley Smith Barney may deal with any one of the Authorized Individuals as though Morgan Stanley Smith Barney were dealing with the Client directly and each Authorized Individual is authorized and directed generally to do and take all action necessary in connection with the Securities Account.

5. Resolved that each of the Authorized Individuals is authorized and directed to bind and obligate the Client to and for the carrying out of any contract, arrangement or transaction that shall be entered into by any such Authorized Individual for and on behalf of the Client with or through Morgan Stanley Smith Barney; to execute and deliver to Morgan Stanley Smith Barney on behalf of the Client any and all agreements, documents, contracts, releases and other writings that Morgan Stanley Smith Barney may require; to affix the corporate seal to any documents or agreements; and to agree to any terms or conditions to control the Securities Account.

6. Resolved that the Secretary (or other duly designated officer) of the Client is hereby authorized, empowered and directed to certify, under the Seal of the Client, or otherwise to Morgan Stanley Smith Barney: (a) a true copy of these Resolutions; (b) specimen signatures of each and every individual empowered by these Resolutions; (c) a certificate (which, if Morgan Stanley Smith Barney requires, shall be supported by an opinion of the general counsel of the Client, or other counsel satisfactory to Morgan Stanley Smith Barney) that the Client is duly organized and existing, that its charter empowers to transact the business contemplated in these Resolutions, and that no limitation has been imposed upon such powers by constitution, statute, regulations, charter, bylaw or otherwise.

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10. I/we agree that Morgan Stanley Smith Barney may apply this form to any accounts in the name of the entity listed in Section 1 above. I/we further agree that all of the terms, conditions, authorizations and representations shall apply to such accounts.

**I vote in favor of this resolution:**

**I oppose this resolution:**

**Name:**

**Date:**

--

Rebecca Howes-Mischel  
Ph.D. Candidate  
Dept of Anthropology  
New York University  
<http://homepages.nyu.edu/~rhm222>



**Subject:** Re: Morgan Stanley Enabling Resolutions 2010.doc  
**From:** "Ravi Khanna" <ravikhanna@igc.org>  
**Date:** Tue, 12 Jan 2010 10:06:52 -0500  
**To:** "Robin Carton \ (Grants Manager\)" <robinc@resistinc.org>

Hi Robin,

Happy new Years!

I approve the Morgan Stanley Enabling Resolution, I have added my name and the date at the bottom of the statement.

Take care,

Ravi

----- Original Message -----

**From:** Robin Carton (Grants Manager)  
**To:** Board - RESIST  
**Sent:** Monday, January 11, 2010 5:11 PM  
**Subject:** Morgan Stanley Enabling Resolutions 2010.doc

Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

All the gobbledygook is below and attached as a separate document.

So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

The Board, via the By-Laws, is empowered to take this action by e-mail. I will collect responses until Thursday and they can be found in the 2010 Minute book if anyone would like to see them.

Thank you.

Robin

**Morgan Stanley Enabling Resolutions**  
**1/14/2010**

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(collectively, the "Securities Account") with Morgan Stanley Smith Barney.

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3. Resolved that the Client is authorized to obtain, and borrow at any time and from time to time under, any commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

4. Resolved that Morgan Stanley Smith Barney may deal with any one of the Authorized Individuals as though Morgan Stanley Smith Barney were dealing with the Client directly and each Authorized Individual is authorized and directed generally to do and take all action necessary in connection with the Securities Account.

5. Resolved that each of the Authorized Individuals is authorized and directed to bind and obligate the Client to and for the carrying out of any contract, arrangement or transaction that shall be entered into by any such Authorized Individual for and on behalf of the Client with or through Morgan Stanley Smith Barney; to execute and deliver to Morgan Stanley Smith Barney on behalf of the Client any and all agreements, documents, contracts, releases and other writings that Morgan Stanley Smith Barney may require; to affix the corporate seal to any documents or agreements; and to agree to any terms or conditions to control the Securities Account.

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**I vote in favor of this resolution:**

**I oppose this resolution:**

**Name:**  
Ravi Khanna

**Date:**  
January 12, 2010

**Subject:** Signed Morgan Stanley Enabling Resolutions 2010.doc

**From:** Kay Mathew <kay.mathew1@gmail.com>

**Date:** Tue, 12 Jan 2010 10:24:30 -0500

**To:** robinc@resistinc.org, robin@resistinc.org, rcarton@resistinc.org

Dear Delightful Board members-

Morgan Stanley has asked that we once again submit a Board resolution that allows us to continue our accounts and change them as necessary. Signers on the account would be Malika and myself. We could add a Board member at some point in the future- but this needs to go in ASAP. It basically re-states what the Board has passed before.

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So ... after reading the resolutions- please reply with your name and date at the bottom if you agree. If you do not agree- please say so as well.

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Thank you.

Robin

### **Morgan Stanley Enabling Resolutions**

**1/14/2010**

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commercial line of credit that may be extended, and/or term loan that may be made or any other financial accommodation, financial service or extension of credit, to the Client at any time and from time to time (a "Credit Facility"), and to secure payment therefore with property of the Client (including but not limited to equipment, inventory, accounts, general intangibles, real property and investment property), and to enter into any credit, security and other agreements and other documents necessary to effect the foregoing, in form and substance and in such amounts and with such repayment provisions, interest and fees, and other terms, as shall be satisfactory to any of the Authorized Individuals, acting alone, such satisfaction to be conclusively evidenced by the execution and delivery of such agreements and other documents by such Authorized Individual.

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**I vote in favor of this resolution:**

**I oppose this resolution:**

**Name:** Kay Mathew

**Date:** January 12, 2010



## **Executive Committee Meeting**

January 20, 2010

*Present:* Kay, Jim, Marc, Christy (minutes)

### **1. Robin's proposed sabbatical**

Some discussion. We all approve the request.

How are we going to address the replacement plan? Let's set a timeframe so that we know by, say, the beginning of May that we have someone. Realistically we're probably talking about someone who will be between jobs, and we may not know who's in that position until the time gets closer.

### **2. Executive Committee Membership**

Needs to be on agenda for February board meeting. Our two year terms are up now, so we need to elect a new Executive Committee. The Finance Committee will recommend that Becca become the Treasurer. Someone needs to take Kay's place and Marc's place. Kay will talk to the R & R Committee about making that happen. (Kay will also talk to Cynthia about having people join the newly-established Personnel Committee.)

### **3. Personnel Committee and next staff evaluation process**

Kay is hoping to join the newly-established standing Personnel Committee. Kay would like the EC to recommend to the PC that the two committees meet to share information about the evaluation process.

Christy will write up a timeline of last year's evaluation process and send it to the EC. She'll also send along any notes she has about the process.

The schedule will probably run April through the August board meetings. (Robin will be away for much of that time.) Any chance we can do it by the June board meeting?

The PC will be doing the staff evaluations this year, with the support of the EC. They will aim to start in February and get it done by the June board meeting so that Robin can be part of the process.

### **4. Agenda for upcoming Board meeting**

Next Board meeting is February 6. Christy will check in with Robin. She'll also ask her about assignments.

We should ask Board member's opinions about Saturday meetings. In 2007, we agreed to divide up 2008 Board meetings between Saturdays and Sundays, but we have not re-evaluated

Finance met last week. There will be a budget to propose. We'll allot 15 minutes. Communications will not meet before this Board meeting, but the Committee will be presenting *Newsletter* topic ideas for 2010. 5 minutes.

Fundraising will most likely need 10 minutes.

Executive Committee election and Personnel Committee wrangling. We'll allot 15 minutes. Board R & R. We're unsure on time for them.

Political discussion idea:

Overall political scene in the country and Massachusetts. Nearly inevitable failure of health care reform. Active opposition in this country right now seems to be almost entirely from the Right. Jim would be willing to facilitate this conversation.

In the future, how can we broaden the ideas we bring to the political discussion topic? Kay suggested asking for ideas at the Board meetings. Christy wondered about sending out an email to the Board before the EC meeting and asking for ideas about what's on people's minds right now, what they'd like to talk about as a group. Or we could brainstorm 5 or 6 ideas at the EC meeting and send out a poll to the Board.

#### **5. Other business**

None right now.

#### **6. Next Executive Committee meeting**

Wednesday, March 24 at 9 AM (subject to change based on new members of the Committee)



**RESIST Finance Narrative**  
**January 1, 2009 to December 31, 2009**  
*Accompanies Statement of Net Assets and Statement of Activities*

## **BIG PICTURE**

Our *net income* (income less expenses) for January 1, 2009, through December 31, 2009, was a *loss* of about \$15,052. In our annual budget for this time period, we expected to have a net gain of \$5,542.

*Income* is higher than expected by \$46,410. *Expenses* are approximately \$69,619 more than anticipated. This means we have a difference of approximately \$23,209 between where we expected to be at this time and where we actually are. Overall, revenue is down from direct mailings: \$24,681 from internal mailings \$3,003 from prospect returns. In contrast, special contributions are up significantly: unsolicited donations are up about \$21,349 and bequests are up \$21,227. The most significant increase in expense line items is a Board authorized expenditure of an additional \$30,000 on grant awards.

Bottom line: Based on these figures, the Finance Committee has only minimal recommendations for amendments to the draft annual budget for 2010.

## **STATEMENT OF NET ASSETS (ITEM A)**

At this time, we have assets of approximately \$517,401. This is about \$17,982 less than we had in 2008. The decrease in assets is primarily due to an increase in expenses over revenue in 2009.

## **STATEMENT OF NET ACTIVITIES (ITEM B)**

### ***Revenue:***

Revenue is about \$46,410 higher than budgeted: \$716,660 actual vs. \$671,250 in the budget.

#### Gifts and Pledges: \$32,776 higher than budgeted

- *Internal mailing* contributions are approximately \$24,681 less than budgeted. Income from the pledge program is approximately \$6,962 lower than expected; appeals to current donors are \$15,590 lower than expected and revenue from the *Newsletter* is about \$2,129 less than expected. It appears that these drops in revenue are correlated with reduced giving on the part of donors in response to current economic conditions.
- *Prospect mailing* contributions are \$3,003 lower than expected.
- *Special Contributions* are \$55,864 higher than budgeted. Unsolicited contributions were higher than expected (\$21,349 over budget) and bequests were \$21,227 over budget.
- *Special Events Income* is \$4,776 higher than anticipated based upon the returns from the auction (\$13119), donations from an event held by Red Sun Press (\$1,519), a house party (\$2,486) and a raffle of Red Sox tickets (\$330).

Investment Income: \$13,351 more than budgeted

- *Interest and dividends* are \$6,885 lower than budgeted.
- *Realized gains or losses* on the sale of investments are \$9,621 less than budgeted based on the sale of a California Bond in the Bequest Fund at below 100% of value.
- *Unrealized gains or losses* on investments are \$29,857 more than budgeted as a result of a rise in the stock market.

**Expenses:**

Expenses are about \$69,619 more than budgeted: \$734,327 actual vs. \$664,708 in the budget.

Fundraising expenses: \$18,877 more than budgeted

- *Internal mailing* costs are about \$12,062 more than the budgeted amount. This reflects approximately 7,000 in costs for 2008 that were paid in 2009 and not attributed back and pledge consultant costs of \$4,405.
- *Prospect mailing* costs are \$6,837 more than expected given the Board's decision to allocate \$7,000 from the Wells Estate in 2009.
- *Other Fundraising Costs* are approximately \$1,325 less than expected given lower administrative fees incurred and the cost of promo t-shirts has not yet been allocated.

Program expenses: \$36,192 more than budgeted

- *Grants Awards* are \$38,043 more than budgeted. This reflects the Board decision to allocate \$30,000 from the Wells Estate to increase grantmaking in 2009 and three checks for 2008 grants that were re-issued in 2009.
- *Grant Program* expenses are under budget by \$1,251. This will be corrected once postage has been reallocated to the grant program.
- *Newsletter* costs are \$513 less than budgeted.
- *Web site* expenses are \$87 less than budgeted.

Administrative Expenses: \$14,550 more than budgeted

- *General and Administrative* expenses are \$5,410 more than budgeted. \$6,200 represents increases in accounting costs as a result of charitable registration requirements and onerous changes in federal tax filings. \$5,589 represents temporary help costs for Catherine Joseph to cover Yafreisy's maternity leave. These increases are offset by savings on insurance premiums and dues (\$4,175)
- *Personnel and Health Insurance* expenses are \$8,467 more than budgeted. There is an additional week of salary allocated in 2009 since paychecks were written on 12/31/09, but the pay period ended on 1/2/10. This may be re-allocated during the audit process. There is also approximately \$3,000 in pre-paid health insurance for 2010 that should be re-allocated during the audit as well.



A

**RESIST, INC.**  
**Statement of Financial Position**  
**December 31, 2009 and 2008**

	<u>2009</u>	<u>2008</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS:</b>		
Cash	\$ 190,664	\$ 192,393
Investments	402,037	417,652
Grants Receivable, Current	-	-
Prepaid Expenses, Inventory and Other Current Assets	4,820	4,820
Total Current Assets	<u>597,521</u>	<u>614,865</u>
Property and Equipment, Net	<u>3,726</u>	<u>3,726</u>
<b>OTHER ASSETS</b>		
Grants Receivable, Long-Term	-	-
Deposits	2,234	2,230
Total Other Assets	<u>2,234</u>	<u>2,230</u>
Total Assets	<u><u>\$ 603,481</u></u>	<u><u>\$ 620,821</u></u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Grants Payable	\$72,000	\$76,855
Accounts Payable and Accrued Expenses	19,548	11,945
Accrued Payroll and Related Costs	9,207	12,497
Total Liabilities	<u>100,755</u>	<u>101,297</u>
<b>NET ASSETS</b>		
Net Assets, Beginning of Year	535,383	617,000
Change in Net Assets	(17,982)	(82,610)
Net Assets, End of Year	<u>517,401</u>	<u>534,390</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$618,156</u></u>	<u><u>\$635,687</u></u>

**Profit & Loss Budget vs. Actual**

January through December 2009

	<u>12/31/09</u>	<u>Budget</u>	<u>+/- Budget</u>	<u>% Budget</u>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
Internal Mailings	374,319	399,000	(24,681)	93.81%
Prospecting	44,997	48,000	(3,003)	93.74%
Special Contributions	252,464	196,600	55,864	128.42%
Special Event Income	17,526	12,750	4,776	137.46%
Other Revenue	2,402	2,300	102	104.42%
Investment Income	4,615	11,500	(6,885)	40.13%
Realized Gain (Loss)	(9,521)	100	(9,621)	(9,520.69%)
Unrealized Gain (Loss)	29,857	0	29,857	100.0%
<b>Total Income</b>	<b>\$716,660</b>	<b>\$670,250</b>	<b>\$46,410</b>	<b>106.92%</b>
<b>Expense</b>				
Internal Mailing Costs	42,772	30,710	12,062	139.28%
Prospect Mailing Costs	51,904	45,067	6,837	115.17%
Special Events	1,829	500	1,329	365.75%
Misc. Fundraising Costs	1,324	2,675	(1,351)	49.51%
Communications Program	37,170	37,770	(600)	98.41%
Grants Program	276,992	240,200	36,792	115.32%
Personnel	237,528	229,061	8,467	103.7%
General and Administrative	82,585	77,175	5,410	107.01%
Misc Expenses	0	0	0	0.0%
Board Expense	2,223	1,550	673	143.42%
<b>Total Expense</b>	<b>\$734,327</b>	<b>\$664,708</b>	<b>\$69,619</b>	<b>110.47%</b>
<b>Net Ordinary Income</b>	<b>(\$17,667)</b>	<b>\$5,542</b>	<b>(\$23,209)</b>	<b>(318.78%)</b>
<b>Other Income/Expense</b>				
Receivable Income	2,615	0	2,615	100.0%
<b>Total Other Income</b>	<b>2,615</b>	<b>0</b>	<b>2,615</b>	<b>100.0%</b>
<b>Net Income</b>	<b>(\$15,052)</b>	<b>\$5,542</b>	<b>(\$20,594)</b>	<b>(271.6%)</b>



**RESIST, Inc.**  
**Profit and Loss**  
**January through December 2009**

Bv2

	<b>FY09 YTD</b>	<b>Budget 2009</b>	<b>Budget 2010</b>	<b>% Change</b>
<b>Income</b>				
Internal Mailings	374,319	\$399,000	\$430,071	108%
Prospect Mailings	44,997	\$48,000	\$56,871	118%
Special Contributions	252,464	\$196,600	\$297,814	151%
Special Events	\$17,526	\$12,750	\$6,500	51%
Investments	\$24,951	\$11,600	\$12,500	108%
Other	\$2,402	\$2,300	\$2,125	92%
<b>Total Income</b>	<b>\$716,660</b>	<b>\$670,250</b>	<b>\$805,881</b>	<b>120%</b>
<b>Expenses</b>				
<i>Fundraising</i>				
Internal Mailing Costs	\$42,772	\$30,710	\$44,260	144%
Prospect Mailing Costs	\$51,904	\$45,067	\$54,500	121%
Event Costs	\$1,829	\$500	\$500	100%
Misc. Fundraising Costs	\$1,324	\$2,675	\$2,375	89%
<b>Total Fundraising Costs</b>	<b>\$97,829</b>	<b>\$78,952</b>	<b>\$101,635</b>	<b>129%</b>
<i>Program</i>				
Grants Awarded	\$276,543	\$238,500	\$274,000	115%
Grants Program	\$449	\$1,700	\$3,530	208%
Newsletter	\$35,757	\$36,270	\$40,100	111%
Website	\$1,413	\$1,500	\$8,500	567%
<b>Total Program Costs</b>	<b>\$314,162</b>	<b>\$277,970</b>	<b>\$326,130</b>	<b>117%</b>
<i>Other</i>				
Personnel	\$237,528	\$229,061	\$237,470	104%
General and Administrative	\$82,585	\$77,175	\$91,514	119%
Board Expenses	\$2,223	\$1,550	\$1,900	123%
<b>Total Other Costs</b>	<b>\$322,336</b>	<b>\$307,786</b>	<b>\$330,884</b>	<b>108%</b>
<b>Total Expenses</b>	<b>\$734,327</b>	<b>\$664,708</b>	<b>\$758,649</b>	<b>114%</b>
<b>Total Income (Loss)</b>	<b>(\$17,667)</b>	<b>\$5,542</b>	<b>\$47,232</b>	<b>852%</b>
<i>Other Income/Expense</i>				
Receivables	\$2,615	\$0	\$0	100%
<b>Net Income (Loss)</b>	<b>(\$15,052)</b>	<b>\$5,542</b>	<b>\$47,232</b>	<b>852%</b>

**RESIST, Inc.**  
**Profit Loss Budget vs. Actual**  
**January through December 2009**

	<u>Jan - Dec 09</u>	<u>Budget</u>	<u>+/- Budget</u>	<u>% Budget</u>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>Internal Mailings</b>				
Pledges	140,038	147,000	(6,962)	95.26%
Newsletter	49,871	52,000	(2,129)	95.91%
ABC/House mailings	184,410	200,000	(15,590)	92.21%
<b>Total Internal Mailings</b>	<u>374,319</u>	<u>399,000</u>	<u>(24,681)</u>	<u>93.81%</u>
<b>Prospecting</b>	44,997	48,000	(3,003)	93.74%
<b>Special Contributions</b>				
Bequests	51,227	30,000	21,227	170.76%
Board Fundraising	100	5,000	(4,900)	2.0%
Employer Matching Grants	293	600	(307)	48.83%
Foundations	22,000	3,500	18,500	628.57%
Unsolicited	176,849	155,500	21,349	113.73%
Holmes Memorial Fund	150	150	0	100.0%
Kurtz Memorial Fund	1,845	1,850	(5)	99.73%
Restricted Funds	0	0	0	0.0%
Stocks & Bonds	0	0	0	0.0%
<b>Total Special Contributions</b>	<u>252,464</u>	<u>196,600</u>	<u>55,864</u>	<u>128.42%</u>
<b>Special Event Income</b>				
Auction	13,119	10,000	3,119	131.19%
Advertising	0	0	0	0.0%
Corporate Sponsors	1,591	0	1,591	100.0%
Foundation Grants	0	0	0	0.0%
House Parties	2,486	2,750	(264)	90.4%
In-Kind Gifts or Services	0	0	0	0.0%
Individual Donors	0	0	0	0.0%
Misc Income	0	0	0	0.0%
Organizational Sponsors	0	0	0	0.0%
Raffle	330	0	330	100.0%
Ticket Sales	0	0	0	0.0%
<b>Total Special Event Income</b>	<u>17,526</u>	<u>12,750</u>	<u>4,776</u>	<u>137.46%</u>
<b>Other Revenue</b>				
Advertising	0	0	0	0.0%
Fiscal Sponsorship Fees	143	200	(57)	71.59%
In Kind Goods or Services	0	0	0	0.0%
List Sales - names in the news	0	0	0	0.0%
List Sales - Other	0	0	0	0.0%
NWTRCC	1,544	1,525	19	101.26%
Royalties	76	75	1	101.68%
T-Shirt Sales	638	1,250	(612)	51.04%
T-Shirt Expenses	0	(750)	750	0.0%
Miscellaneous Revenue	0	0	0	0.0%
<b>Total Other Revenue</b>	<u>2,402</u>	<u>2,300</u>	<u>102</u>	<u>104.42%</u>
<b>Investment Income</b>				
Bank Interest	1	0	1	100.0%
Bond Interest	0	0	0	0.0%
CDs - Matured	0	0	0	0.0%
Dividends and Interest	4,614	11,500	(6,886)	40.12%
Neuberger Berman	0	0	0	0.0%
Savings/Short-Term Investments	0	0	0	0.0%
<b>Total Investment Income</b>	<u>4,615</u>	<u>11,500</u>	<u>(6,885)</u>	<u>40.13%</u>
<b>Realized Gain (Loss)</b>	(9,521)	100	(9,621)	(9,520.69%)
<b>Unrealized Gain (Loss)</b>	<u>29,857</u>	<u>0</u>	<u>29,857</u>	<u>100.0%</u>
<b>Total Income</b>	<u>716,660</u>	<u>670,250</u>	<u>46,410</u>	<u>106.92%</u>



**RESIST, Inc.**  
**Profit Loss Budget vs. Actual**  
**January through December 2009**

**Expense****Internal Mailing Costs****Pledge Program**

Printing	2,175	1,750	425	124.29%
Postage	1,432	1,675	(243)	85.49%
Mailhouse	3,994	2,285	1,709	174.79%
Consultant	4,405	0	4,405	

<b>Total Pledge Program</b>	<b>12,006</b>	<b>5,710</b>	<b>6,296</b>	<b>210.26%</b>
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**ABC/House Mailings**

Printing	7,508	6,400	1,108	117.31%
Postage	4,535	3,750	785	120.93%
Mailhouse	8,193	5,600	2,593	146.3%
Consultant	10,530	9,250	1,280	113.84%

<b>Total ABC/House Mailings</b>	<b>30,766</b>	<b>25,000</b>	<b>5,766</b>	<b>123.07%</b>
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<b>Total Internal Mailing Costs</b>	<b>42,772</b>	<b>30,710</b>	<b>12,062</b>	<b>139.28%</b>
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**Prospect Mailing Costs**

Printing	15,472	14,138	1,334	109.44%
Postage	17,399	14,572	2,827	119.4%
Mailhouse	8,701	6,003	2,698	144.94%
Consultants	2,615	5,438	(2,823)	48.09%
Photos and Graphics	1,810	783	1,027	231.16%
List Rentals	5,907	4,133	1,774	142.92%

<b>Total Prospect Mailing Costs</b>	<b>51,904</b>	<b>45,067</b>	<b>6,837</b>	<b>115.17%</b>
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**Special Events**

Advertising	0	0	0	0.0%
Anniversary Events	0	0	0	0.0%
Auction	855	500	355	171.0%
House Parties	60			
Printing	0	0	0	0.0%
Postage	913	0	913	100.0%
Mailhouse	0	0	0	0.0%
Consultants	0	0	0	0.0%

<b>Total Special Events</b>	<b>1,829</b>	<b>500</b>	<b>1,329</b>	<b>365.75%</b>
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**Misc. Fundraising Costs**

Administrative Fees	162	600	(438)	27.0%
Promo T-shirts	0	500	(500)	0.0%
Misc. Costs	3	0	3	100.0%

**Thank You Cards**

Printing	0	100	(100)	0.0%
Postage	1,185	1,400	(215)	84.65%
Purchase	0	75	(75)	0.0%

<b>Total Thank You Cards</b>	<b>1,185</b>	<b>1,575</b>	<b>(390)</b>	<b>75.24%</b>
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<b>Total Misc. Fundraising Costs</b>	<b>1,350</b>	<b>2,675</b>	<b>(1,325)</b>	<b>50.47%</b>
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**Communications Program****Newsletter Costs**

Printing	18,180	18,600	(420)	97.74%
Postage	8,711	10,000	(1,289)	87.11%
Mailhouse	8,326	7,100	1,226	117.27%
Consultants	350	0	350	100.0%
Photos and Graphics	190	570	(380)	33.33%

<b>Total Newsletter Costs</b>	<b>35,757</b>	<b>36,270</b>	<b>(513)</b>	<b>98.59%</b>
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<b>Website &amp; Internet</b>	<b>1,413</b>	<b>1,500</b>	<b>(87)</b>	<b>94.19%</b>
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<b>Total Communications Program</b>	<b>37,170</b>	<b>37,770</b>	<b>(600)</b>	<b>98.41%</b>
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**RESIST, Inc.**  
**Profit Loss Budget vs. Actual**  
**January through December 2009**

**Grants Program****Grant Allocations**

General Support Grants	215,200	160,000	55,200	134.5%
Multi-Year Grants	54,000	69,000	(15,000)	78.26%
Emergency Grants	1,000			
Technical Assistance Grants	5,000	3,500	1,500	142.86%
NWTRCC Grants	1,343	3,000	(1,657)	44.78%
Cohen Memorial Grant	0	0	0	0.0%
Holmes Memorial Grant	0	0	0	0.0%
Salzman Memorial Grant	0	3,000	(3,000)	0.0%

<b>Total Grant Allocations</b>	<b>276,543</b>	<b>238,500</b>	<b>38,043</b>	<b>115.95%</b>
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Library	29	0	29	100.0%
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Photos & Graphics	0	0	0	0.0%
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Printing	93	700	(607)	13.27%
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Postage	327	600	(273)	54.47%
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Membership & Dues	0	400	(400)	0.0%
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Supplies	0	0	0	0.0%
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<b>Total Grants Program</b>	<b>276,992</b>	<b>240,200</b>	<b>36,792</b>	<b>115.32%</b>
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**Personnel**

Employee Salaries	171,533	168,324	3,209	101.91%
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Payroll Taxes	14,764	14,644	120	100.82%
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Pension Plan Match	6,736	6,733	3	100.04%
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Health Insurance	43,284	38,000	5,284	113.91%
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Workers Compensation	599	860	(261)	69.65%
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Staff Development	613	500	113	122.5%
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<b>Total Personnel</b>	<b>237,528</b>	<b>229,061</b>	<b>8,467</b>	<b>103.7%</b>
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**General and Administrative****Advertising and Outreach**

Advertising	1,780	2,000	(220)	89.0%
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<b>Total Advertising and Outreach</b>	<b>1,780</b>	<b>2,000</b>	<b>(220)</b>	<b>89.0%</b>
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Books & Subscriptions	109	2,250	(2,141)	4.82%
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Depreciation & Amortization	0	2,250	(2,250)	0.0%
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Donated Materials & Supplies	0	0	0	0.0%
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**Dues, Fees and Fines**

Bank & Credit Card Fees	4,151	2,500	1,651	166.05%
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Dues	125	2,000	(1,875)	6.25%
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Finance Charges	221	100	121	220.84%
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Late Fees	505	300	205	168.47%
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<b>Total Dues, Fees and Fines</b>	<b>5,002</b>	<b>4,900</b>	<b>102</b>	<b>102.09%</b>
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Equipment Rental & Maintenance	5,084	4,125	959	123.24%
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Filing Fees - State	3,420	1,700	1,720	201.18%
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**Insurance**

Computer	0	89	(89)	0.0%
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Director and Officers	0	2,300	(2,300)	0.0%
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Liability	1,331	1,000	331	133.07%
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Property	(29)	900	(929)	(3.23%)
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<b>Total Insurance</b>	<b>1,302</b>	<b>4,289</b>	<b>(2,987)</b>	<b>30.35%</b>
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Minor Office Equipment	712	1,250	(538)	56.95%
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**Occupancy expenses**

Rent	37,988	40,836	(2,849)	93.03%
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Repairs and Maintenance	0	250	(250)	0.0%
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Utilities	3,285	4,000	(715)	82.13%
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Real Estate Taxes	0	0	0	0.0%
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Sub Lease (rent)	(12,525)	(16,875)	4,350	74.22%
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Sub Lease (utilities)	(1,027)	(1,600)	573	64.16%
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<b>Total Occupancy expenses</b>	<b>27,721</b>	<b>26,611</b>	<b>1,110</b>	<b>104.17%</b>
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**Profit Loss Budget vs. Actual**  
**January through December 2009**

Printing & Copying	1,075	1,250	(175)	86.0%
Postage, Shipping, Delivery				
FedEX	0	0	0	0.0%
UPS	0	0	0	0.0%
US Post Office	291	1,500	(1,209)	19.43%
Postage Due/BRE Costs	1,880	3,000	(1,120)	62.67%
<b>Total Postage, Shipping, Delivery</b>	<b>2,171</b>	<b>4,500</b>	<b>(2,329)</b>	<b>48.25%</b>
Professional Fees				
Accounting	20,200	14,000	6,200	144.29%
Brokerage fees	1,810	1,700	110	106.44%
Consultants	0	0	0	0.0%
Legal	0	0	0	0.0%
Temporary Help	5,589	0	5,589	100.0%
<b>Total Professional Fees</b>	<b>27,598</b>	<b>15,700</b>	<b>11,898</b>	<b>175.79%</b>
Supplies	3,249	3,000	249	108.3%
Fax	0	0	0	0.0%
Telephone	2,621	2,750	(129)	95.32%
Travel & Meeting Expenses				
Conference & Meeting Fees	0	100	(100)	0.0%
Meals & Food	319	200	119	159.47%
Travel	422	300	122	140.53%
<b>Total Travel &amp; Meeting Expenses</b>	<b>741</b>	<b>600</b>	<b>141</b>	<b>123.42%</b>
<b>Total General and Administrative</b>	<b>82,585</b>	<b>77,175</b>	<b>5,410</b>	<b>107.01%</b>
Misc Expenses				
Interest Expense	0	0	0	0.0%
Taxes	0	0	0	0.0%
<b>Total Misc Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
Board Expense				
Printing	0	0	0	0.0%
Postage	39	0	39	100.0%
Travel	1,685	1,250	435	134.78%
Food	500	300	200	166.57%
<b>Total Board Expense</b>	<b>2,223</b>	<b>1,550</b>	<b>673</b>	<b>143.42%</b>
<b>Total Expense</b>	<b>734,353</b>	<b>664,708</b>	<b>69,645</b>	<b>110.48%</b>
<b>Net Ordinary Income</b>	<b>(17,693)</b>	<b>5,542</b>	<b>(23,235)</b>	<b>(319.25%)</b>
<b>Other Income/Expense</b>				
Receivable Income	2,615	0	2,615	100.0%
<b>Net Income</b>	<b>(15,078)</b>	<b>5,542</b>	<b>(20,620)</b>	<b>(272.06%)</b>

**RESIST, Inc.**  
**Fundraising Profit and Lost**  
**for the eriod ending December 31, 2009**

	<u>12/31/09</u>	<u>Budget</u>	<u>+/- Budget</u>	<u>% Budget</u>
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>Internal Mailings</b>				
Pledges	140,038	147,000	(6,962)	95.26%
Newsletter	49,871	52,000	(2,129)	95.91%
ABC/House mailings	184,410	200,000	(15,590)	92.21%
<b>Total Internal Mailings</b>	<b>\$374,319</b>	<b>\$399,000</b>	<b>(\$24,681)</b>	<b>93.81%</b>
<b>Prospecting</b>	<b>44,997</b>	<b>48,000</b>	<b>(3,003)</b>	<b>93.74%</b>
<b>Special Contributions</b>				
Bequests	51,227	30,000	21,227	170.76%
Board Fundraising	100	5,000	(4,900)	2.0%
Employer Matching Grants	293	600	(307)	48.83%
Foundations	22,000	3,500	18,500	628.57%
Unsolicited	176,849	155,500	21,349	113.73%
Holmes Memorial Fund	150	150	0	100.0%
Kurtz Memorial Fund	1,845	1,850	(5)	99.73%
Restricted Funds	0	0	0	0.0%
Stocks & Bonds	0	0	0	0.0%
<b>Total Special Contributions</b>	<b>\$252,464</b>	<b>\$196,600</b>	<b>\$55,864</b>	<b>128.42%</b>
<b>Special Event Income</b>				
Auction	13,119	10,000	3,119	131.19%
Advertising	0	0	0	0.0%
Corporate Sponsors	1,591	0	1,591	100.0%
Foundation Grants	0	0	0	0.0%
House Parties	2,486	2,750	(264)	90.4%
In-Kind Gifts or Services	0	0	0	0.0%
Individual Donors	0	0	0	0.0%
Misc Income	0	0	0	0.0%
Organizational Sponsors	0	0	0	0.0%
Raffle	330	0	330	100.0%
Ticket Sales	0	0	0	0.0%
<b>Total Special Event Income</b>	<b>\$17,526</b>	<b>\$12,750</b>	<b>\$4,776</b>	<b>137.46%</b>
<b>Other Revenue</b>				
Advertising	0	0	0	0.0%
Fiscal Sponsorship Fees	144	200	(56)	72.0%
In Kind Goods or Services	0	0	0	0.0%
NWTRCC	1,544	1,525	19	101.26%
Royalties	76	75	1	101.68%
T-Shirt Sales	638	1,250	(612)	51.04%
T-Shirt Expenses	0	(750)	750	0.0%
Miscellaneous Revenue	0	0	0	0.0%
<b>Total Other Revenue</b>	<b>\$2,402</b>	<b>\$2,300</b>	<b>\$102</b>	<b>104.45%</b>
<b>Investment Income</b>	<b>\$4,615</b>	<b>\$11,500</b>	<b>(6,885)</b>	<b>40.13%</b>
<b>Realized Gain/Loss</b>	<b>(\$9,521)</b>	<b>\$100</b>	<b>(9,621)</b>	<b>(9,521.0%)</b>
<b>Unrealized Gain/Loss</b>	<b>\$29,857</b>	<b>\$0</b>	<b>29,857</b>	<b>100.0%</b>
<b>Total Income</b>	<b>716,660</b>	<b>670,250</b>	<b>46,410</b>	<b>106.92%</b>



**RESIST, Inc.**  
**Fundraising Profit and Lost**  
**for the eriod ending December 31, 2009**

**Expense****Internal Mailing Costs****Pledge Program**

Printing	2,175	1,750	425	124.29%
Postage	1,432	1,675	(243)	85.49%
Mailhouse	3,994	2,285	1,709	174.79%
Consultant	4,405			

<b>Total Pledge Program</b>	<b>12,006</b>	<b>5,710</b>	<b>6,296</b>	<b>210.26%</b>
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**ABC/House Mailings**

Printing	7,508	6,400	1,108	117.31%
Postage	4,535	3,750	785	120.93%
Mailhouse	8,193	5,600	2,593	146.3%
Consultant	10,530	9,250	1,280	113.84%

<b>Total ABC/House Mailings</b>	<b>30,766</b>	<b>25,000</b>	<b>5,766</b>	<b>123.07%</b>
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<b>Total Internal Mailing Costs</b>	<b>42,772</b>	<b>30,710</b>	<b>12,062</b>	<b>139.28%</b>
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**Prospect Mailing Costs**

Printing	15,472	14,138	1,334	109.44%
Postage	17,399	14,572	2,827	119.4%
Mailhouse	8,701	6,003	2,698	144.94%
Consultants	2,615	5,438	(2,823)	48.09%
Photos and Graphics	1,810	783	1,027	231.16%
List Rentals	5,907	4,133	1,774	142.92%

<b>Total Prospect Mailing Costs</b>	<b>51,904</b>	<b>45,067</b>	<b>6,837</b>	<b>115.17%</b>
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**Special Events**

Advertising	0	0	0	0.0%
Anniversary Events	0	0	0	0.0%
Auction	855	500	355	171.0%
House Parties	60			
Printing	0	0	0	0.0%
Postage	913	0	913	100.0%
Mailhouse	0	0	0	0.0%
Consultants	0	0	0	0.0%

<b>Total Special Events</b>	<b>1,829</b>	<b>500</b>	<b>1,329</b>	<b>365.75%</b>
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**Misc. Fundraising Costs**

Administrative Fees	136	600	(464)	22.72%
Promo T-shirts	0	500	(500)	0.0%
Misc. Costs	3	0	3	100.0%

**Thank You Cards**

Printing	0	100	(100)	0.0%
Postage	1,185	1,400	(215)	84.65%
Purchase	0	75	(75)	0.0%

<b>Total Thank You Cards</b>	<b>1,185</b>	<b>1,575</b>	<b>(390)</b>	<b>75.24%</b>
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<b>Total Misc. Fundraising Costs</b>	<b>1,324</b>	<b>2,675</b>	<b>(1,351)</b>	<b>49.51%</b>
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<b>Total Expense</b>	<b>97,830</b>	<b>78,952</b>	<b>18,878</b>	<b>123.91%</b>
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<b>Ordinary Income</b>	<b>618,830</b>	<b>591,298</b>	<b>27,532</b>	<b>104.66%</b>
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# RESIST

## 2010 Budget Narrative - Draft

### 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 that:

1. All restricted funds must be maintained at current principal levels. The RESIST Funds Account includes: the Loan Fund, the RESIST Endowment, the Holmes Memorial Fund and the Cohen Memorial Fund. Currently, this account totals approximately \$135,617.
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.

In **2006** the Board voted that:

#### 1. Bequest Income

Income generated from investment of the principal of Phil Schleimer's bequest may be considered part of RESIST's regular income stream and can be used for general operating expenses.

#### 2. Bequest Principal

The principal of Phil Schleimer's bequest can only be used for the specific purpose of developing long term and sustainable programs (e.g. a major donor program). Any amounts used from the principal to fund these programs must be returned within a reasonable period. An appropriate use of the principal assets for long term and sustainable programs should be determined on a case-by-case basis by the Finance Committee. The principal should not be used to augment RESIST's regular income stream and pay for general operating expenses.

#### 3. Ordinary Expenses and Income

In order to engage in appropriate fiscal management and ensure the long-term health of the organization, the Board must ensure that ordinary income is sufficient to cover ordinary expenses. In the event that ordinary income is incapable of covering ordinary expenses, the Board should either raise additional income or cut expenses.

In **2007** the Board voted to:

Balance the FY08 budget utilizing approximately \$41,000 of the Phil Schleimer bequest principal to offset new development costs. The Board voted that this amount be re-paid to the Fund within three years.

In **2009** the Board voted on the use of the distribution of \$100,000 from the Estate of Marianne Wells as follows:

1. Use \$50,000 to boost the remaining 3 grant cycles of 2009 and use any leftover funds in 2010.
2. Use \$10,000 to upgrade and make changes to the *Newsletter* and the website.
3. Use \$3,000 in 2010 to increase the Newsletter budget for printing expenses.
4. Use \$28,100 to implement a major donor program and boost direct mail efforts.

The FY'10 Budget takes these policies into account and reflects that RESIST can no longer spend down its assets.



## FY 2010 Special Notes

### *Major Donor Solicitations and Program Costs*

This budget reflects projections of an increase in income of 5% from current major donors in 2010 (approximately \$10,000). Major donors are defined as donors giving over \$500 in a single year. The Fundraising Committee has been analyzing major donor giving and is basing this assessment on implementation of a new major donor campaign in 2010. Increases will be shown in this budget across categories, rather than in a single line item.

While this budget currently reflects income anticipated from the new major donor program, it also includes expenses- which should total approximately \$6,000. At this time, these expenses are in the Travel and Meeting section under General and Administrative Expenses.

### *Special Event Income/Expenses*

This budget reflects a financial request of \$500 for expenses related to planning or hosting special events such as house parties in 2010. It includes revenue projections of \$6,500 from special event fundraising- \$500 from a raffle of Red Sox tickets and \$6,000 from house parties.

### *Professional Fees/Accounting*

There have been and will continue to be significant increases in this line item. These increases are due to: 1) costs affiliated with charitable registration in each state; and 2) increased oversight required by the IRS. At the direction of the Finance Committee, Meredith Smith has been handling the initial and annual registrations. It would have cost over \$6,000 annually to contract this out- but Meredith will have billed approximately \$2,500 for this task. The IRS has dramatically increased the level of scrutiny required by auditors for nonprofit organizations. This means that the amount of information that RESIST must provide to Linda Smith will increase as well as the corresponding time she will be required to spend reviewing and testing the data. Because of our size, RESIST had an extra year to comply with the new standards- but in 2010 the new standards will be in place.

### *Benchmarks:*

In the past, RESIST's direct grant program and communications 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 not been able to remain stable as other costs have increased. As a result, direct program expenses are now approximately 41% of the annual budget, our long term goal is to bring this ratio back up to 50% or more.

### *Bottom Line*

This surplus budget reflects a surplus based upon the anticipation of a \$100,000 bequest from the Estate of Marianne Wells, which should be disbursed in March 2010. This budget will need to be re-visited after: 1) FY09 income and expenses are finalized; and 2) finalization of major donor program expenses to determine if additional changes are needed.

## Income

### *Income Projections*

*Internal and External mailing Income:* Pledge income is projected to increase by 6% (\$8,341) based upon pledge drives, electronic funds transfers, credit card gifts and list clean up. Increases predicted from internal and external mailings total 9% (\$41,421 more than budgeted for FY09). Newsletter income is projected to rise by 9% (\$4,005) as donors have adjusted to the reduction in *Newsletter* issues and in response to the hiring of a dedicated communications staff person. Renewal mailing income will increase by 9% (\$18,125) based upon improving market conditions and lowered job loss predictions in FY10. Increased numbers of donors retained through prospect mailings and better coordination of *Newsletter*, house and prospecting solicitations will assist in this projection. Prospect income is projected to increase by 22% (\$10,350) based upon current economic trends and response rates. RESIST conducted three prospect appeals in 2007, two appeals in 2008 and 2009 and will only conduct two in 2010. However, the prospect mailings in 2010 will be to larger numbers of people and will include development of a new fundraising package.

*Special Contributions:* Unsolicited donations are expected to increase by approximately 2% (\$3,764) from FY09 budget projections. Foundation dollars are expected to increase by \$11,500 with continued \$10,000/year donations from the Bardon-Cole Foundation. Bequests will increase \$90,000 based upon the anticipated distribution from the Estate of Marianne Wells. As a result, Special Contributions will show an increase of \$101,214.

*Board Fundraising:* Board fundraising is no longer an integral part of the budget (approximately \$2,000). In FY09 it does not appear that members will meet their fundraising goals; the FY10 budget reflects this.

*Special Event Income:* Income from Special Event fundraising is projected at \$6,500. It includes revenue projections of \$6,000 from house parties and \$500 from an on-line raffle of Red Sox tickets.

*Investment Income:* Projected \$1,500 increase in comparison to FY09 based on current market projections.

*Sales:* T-shirts sales are projected to decrease \$250 since no new t-shirt lines will be introduced.

*Restricted Income:* In 2008 the Board voted to set up an additional named fund in Memory of Sharon Kurtz, a RESIST donor who passed away in FY08. The budget reflects a projection of an additional \$1,000 to be raised in FY10. \$150 represents annual contributions to the Holmes Memorial Fund.

*Total Income:* Projection is for approximately \$137,110 more in revenue in comparison to FY09 (a 20% increase). Approximately \$101,000 of this increase is from bequests, with the remaining \$36,000 income increase from Resist's ongoing fundraising strategies.

### *Fund-raising Strategies Proposed for 2010*

RESIST's income to expense ratio has decreased over the last few years (with the exception of increased 40<sup>th</sup> Anniversary giving in 2007). 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 general elections, political crisis and natural disasters. 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 outreach to potential major donor and corporate sponsors.*

Implement a new long-term sustainable income stream. Board members should work in conjunction with Malika to make calls to current major donors.



2. *Expand the base through expansion of prospect mailing program.*

RESIST will 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 FY10 budget.

3. *Hold two house parties to increase giving*

4. *Expand Use of Electronic Technology to Increase E-Giving*

Given the drop in giving from e-newsletter recipients, expand the use of electronic technology to increase donations from e-newsletter recipients and other donors. This will go hand-in-hand with the upgrades to the web site.

## **Expenses**

### **Fundraising Costs**

*Renewal Mailings:* A 52% increase in costs (\$13,000) reflects higher printing, postage and mailhouse expenses and a FY09 budget projection that was ultimately too low.

*Prospect Mailings:* A 21% increase in costs reflects two mailings that will be sent out in FY10 to a larger number of recipients. This may also impact income and should be monitored.

### **Program Costs**

*Grants:* Grantmaking will have a 13% increase in general support grants (\$20,000) and stable multi-year grant allocations. These funds are part of the 2010 Board allocation from the Wells Estate. This budget includes funding for Holmes, Kurtz and Salzman grant awards.

*Communications:* Newsletter costs are anticipated to increase by approximately \$3,830. This maintains four of the six issues at eight pages in length rather than the standard twelve and reflects printing and postage increases. \$3,000 is also allocated to a consultant from the Marianne Wells bequest to assist with shaping RESIST's message for the public. Web site and internet costs include an additional \$7,000 approved by the Board for web redesign and migration costs.

### **Administrative Costs**

*Personnel:* An 8% increase in this line item of \$19,431 primarily reflects a small staff raise and health insurance cost increases. FY09 Salaries reflect a 3% raise, but does not contain a cost of living adjustment. The Bureau of Labor Statistics is currently predicting no cost of living increase over 2009. Health insurance is predicted to have a significant increase in FY10.

*State Filing Fees:* Represents the costs of annual charitable registration fees.

*Administrative Fees:* This line item represents fees paid for e-fundraising to Groundspring and Network for Good. It also includes credit card processing fees paid to Sage.

*Equipment Rental and Maintenance:* This line item reflects rental fees for the copier at \$222 per month (\$2,664 annually); Pitney Bowes postage meter (\$1,250 annually); and Poland Spring water cooler (\$203 annually). These items have been re-categorized and do not reflect significant increases over current costs.

## **Additional Information**

The FY2010 Budget reflects a surplus based upon the anticipated receipt of the bequest from the Estate of Marianne Wells. Given the need to re-pay the \$41,000 taken from the Schleimer Fund - the Board should consider establishing an amount as the second installment on re-paying the loan.

**RESIST**  
**2010 Budget - 1st Draft**

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 YTD</b>	<b>Budget 2009</b>	<b>Budget 2010</b>	<b>% Change</b>
<b>Income</b>							
Internal Mailings	\$353,748	\$369,067	\$381,280	374,319	\$399,000	\$430,071	108%
Prospect Mailings	\$49,499	\$62,166	\$58,955	44,997	\$48,000	\$56,871	118%
Special Contributions	\$176,916	\$212,309	\$213,022	252,464	\$196,600	\$297,814	151%
Special Events	\$15,700	\$114,392	\$2,333	\$17,526	\$12,750	\$6,500	51%
Investments	\$192,616	\$29,014	(\$38,494)	\$24,951	\$11,600	\$12,500	108%
Other	\$5,084	\$5,678	\$5,099	\$2,402	\$2,300	\$2,125	92%
<b>Total Income</b>	<b>\$793,562</b>	<b>\$792,626</b>	<b>\$622,195</b>	<b>\$716,660</b>	<b>\$670,250</b>	<b>\$805,881</b>	<b>120%</b>
<b>Expenses</b>							
<i>Fundraising</i>							
Internal Mailing Costs	\$19,607	\$22,771	\$28,031	\$42,772	\$30,710	\$44,260	144%
Prospect Mailing Costs	\$49,319	\$64,269	\$50,301	\$51,904	\$45,067	\$54,500	121%
Event Costs	\$0	\$38,540	(\$900)	\$1,829	\$500	\$500	100%
Misc. Fundraising Costs	\$2,855	\$1,561	\$2,526	\$1,324	\$2,675	\$2,375	89%
<b>Total Fundraising Costs</b>	<b>\$71,782</b>	<b>\$127,141</b>	<b>\$79,958</b>	<b>\$97,829</b>	<b>\$78,952</b>	<b>\$101,635</b>	<b>129%</b>
<i>Program</i>							
Grants	\$302,095	\$308,641	\$265,324	\$278,976	\$238,500	\$274,000	115%
Grants Program	\$2,773	\$2,710	\$2,860	\$449	\$1,700	\$3,530	208%
Newsletter	\$27,094	\$33,887	\$37,280	\$35,757	\$36,270	\$40,100	111%
Website	\$1,209	\$1,124	\$1,482	\$1,413	\$1,500	\$8,500	567%
<b>Total Program Costs</b>	<b>\$333,170</b>	<b>\$346,362</b>	<b>\$306,946</b>	<b>\$316,595</b>	<b>\$277,970</b>	<b>\$326,130</b>	<b>117%</b>
<i>Other</i>							
Personnel	\$181,305	\$192,029	\$233,406	\$237,529	\$229,061	\$237,470	104%
General and Administrative	\$65,611	\$76,168	\$82,793	\$82,586	\$77,175	\$91,514	119%
Board Expenses	\$1,712	\$1,815	\$1,385	\$2,225	\$1,550	\$1,900	123%
<b>Total Other Costs</b>	<b>\$248,628</b>	<b>\$270,012</b>	<b>\$317,584</b>	<b>\$322,340</b>	<b>\$307,786</b>	<b>\$330,884</b>	<b>108%</b>
<b>Total Expenses</b>	<b>\$653,580</b>	<b>\$743,515</b>	<b>\$704,488</b>	<b>\$736,764</b>	<b>\$664,708</b>	<b>\$758,649</b>	<b>114%</b>
<b>Total Income (Loss)</b>	<b>\$139,983</b>	<b>\$49,111</b>	<b>(\$82,293)</b>	<b>(\$20,104)</b>	<b>\$5,542</b>	<b>\$47,232</b>	<b>852%</b>
<i>Other Income/Expense</i>							
Receivables	\$370,059	\$28,759	\$0	\$2,615	\$0	\$0	100%
<b>Net Income (Loss)</b>	<b>\$510,042</b>	<b>\$77,870</b>	<b>(\$82,293)</b>	<b>(\$17,489)</b>	<b>\$5,542</b>	<b>\$47,232</b>	<b>852%</b>



**RESIST, INC.**  
**Budget 2010 - 1st Draft**

	2006	2007	2008	2009 YTD	2009 Budget	2010 Budget	Change
<b>Income</b>							
<b>Internal Mailings</b>							
Pledges	132,425	154,284	140,008	140,038	147,000	155,341	106%
Newsletter	33,248	37,883	42,725	49,871	52,000	56,605	109%
ABC/House mailings	188,075	176,900	198,548	184,410	200,000	218,125	109%
<b>Total Internal Mailings</b>	353,748	369,067	381,280	374,319	399,000	430,071	108%
<b>Prospecting</b>	49,499	62,166	58,955	44,997	48,000	56,871	118%
<b>Special Contributions</b>							
Bequests	0	0	44,862	51,227	30,000	120,000	400%
Board Fundraising	1,690	1,834	900	100	5,000	2,000	40%
Employer Matching Grants	1,081	341	740	293	600	400	67%
Foundations	30,000	0	2,000	22,000	3,500	15,000	429%
Unsolicited	143,845	198,285	155,745	176,849	155,500	159,264	102%
Holmes Memorial Fund	600	150	150	150	150	150	100%
Kurtz Memorial Fund	0	0	8,625	1,845	1,850	1,000	54%
<b>Total Special Contributions</b>	177,216	200,610	213,022	252,464	196,600	297,814	151%
<b>Special Event Income</b>							
Auction	0	13,179	200	13,119	10,000	0	0%
Advertising	0	8,976	0	0	0	0	100%
Corporate Sponsors	1,500	2,750	956	1,591	0	0	100%
House Parties	0	0	0	2,486	2,750	6,000	218%
In-Kind Gifts or Services	0	2,042	0	0	0	0	100%
Individual Donors	14,200	77,047	185	0	0	0	100%
Misc Income	0	720	992	0	0	0	100%
Organizational Sponsors	0	1,500	0	0	0	0	100%
Raffle	0	0	0	330	0	500	0%
Ticket Sales	0	10,220	0	0	0	0	100%
<b>Total Special Event Income</b>	15,700	116,434	2,333	17,526	12,750	6,500	51%
<b>Other Revenue</b>							
Fiscal Sponsorship Fees	190	250	167	144	200	200	100%
In Kind Goods or Services	18	202	25	0	0	0	100%
NWTRCC	3,758	4,048	2,909	1,544	1,525	1,600	105%
Royalties	419	142	90	76	75	75	100%
T-Shirt Sales	1,263	4,260	1,868	638	1,250	1,000	80%
T-Shirt Expenses	(582)	(1,928)	40	0	(750)	(750)	100%
<b>Total Other Revenue</b>	5,066	6,974	5,099	2,402	2,300	2,125	92%
<b>Investment Income</b>							
Bank Interest	519	681	58	1	0	0	100%
Dividends and Interest	10,372	16,262	15,619	4,614	11,500	7,500	65%
<b>Total Investment Income</b>	10,891	16,943	15,677	4,615	11,500	7,500	65%
<b>Realized Gain (Loss)</b>	(2,851)	530	(4,896)	(9,521)	100	0	0%
<b>Unrealized Gain (Loss)</b>	8,512	5,644	(49,275)	29,857	0	5,000	100%
<b>Total Income</b>	617,781	778,368	622,196	716,660	670,250	805,881	120%

**RESIST, INC.**  
**Budget 2010 - 1st Draft**

**Expense**

**Internal Mailing Costs**

**Pledge Program**

Printing	2,580	1,713	1,460	2,175	1,750	2,300	131%
Postage	1,545	1,607	1,771	1,432	1,675	1,675	100%
Mailhouse	775	1,540	2,099	3,994	2,285	2,285	100%
Consultant	0	0	0	4,405	0	0	100%

**Total Pledge Program**

**ABC/House Mailings**

Printing	5,530	4,779	6,654	7,508	6,400	9,500	148%
Postage	4,068	5,908	4,337	4,535	3,750	7,000	187%
Mailhouse	2,395	4,491	3,286	8,193	5,600	9,500	170%
Consultant	2,714	6,355	8,424	10,530	9,250	12,000	130%

**Total ABC/House Mailings**

**Total Internal Mailing Costs**

**Prospect Mailing Costs**

Printing	11,801	20,883	15,825	15,472	14,138	16,000	113%
Postage	15,495	23,893	16,200	17,399	14,572	16,500	113%
Mailhouse	5,870	10,315	6,682	8,701	6,003	7,000	117%
Consultants	10,704	12,580	6,096	2,615	5,438	8,000	147%
Photos and Graphics	200	570	840	1,810	783	1,000	128%
List Rentals	5,249	7,752	4,659	5,907	4,133	6,000	145%

**Total Prospect Mailing Costs**

**Special Events**

Anniversary Events	0	20,631	(900)	0	0	0	100%
Auction	0	0	0	855	500	0	0%
Consultant	600	8,901	0	0	0	0	100%
House Parties	0	0	0	60	0	500	0%
Printing	0	4,914	0	0	0	0	100%
Postage	0	3,248	0	914	0	0	100%
Mailhouse	0	846	0	0	0	0	100%

**Total Special Events**

**Misc. Fundraising Costs**

Administrative Fees	0	0	993	136	600	300	50%
Misc. Costs	0	0	0	3	0	0	100%

**Thank You Cards**

Printing	55	60	60	0	100	100	100%
Postage	975	1,090	1,395	1,185	1,400	1,400	100%
Purchase	190	0	77	0	75	75	100%

**Total Thank You Cards**

Promo T-shirts	1,635	(791)	0	0	500	500	100%
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**Total Misc. Fundraising Costs**

**Communications Program**

**Newsletter Costs**

Printing	14,968	20,190	20,932	18,180	18,600	18,500	99%
Postage	7,161	8,142	9,030	8,711	10,000	10,000	100%
Mailhouse	4,740	5,403	6,333	8,326	7,100	8,000	113%
Consultants	75	252	785	350	0	3,000	100%
Photos and Graphics	150	50	200	190	570	600	105%

**Total Newsletter Costs**

Website & Internet	1,209	1,224	1,482	1,413	1,500	8,500	567%
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**Total Communications Program**



**RESIST, INC.**  
**Budget 2010 - 1st Draft**

<b>Grants Program</b>							
<b>Grant Allocations</b>							
General Support Grants	201,250	234,550	177,000	217,700	160,000	200,000	125%
Multi-Year Grants	93,000	54,000	81,000	54,000	69,000	60,000	87%
Emergency Grants	0	0	0	1,000	0	1,000	0%
Technical Assistance Grants	4,000	4,500	3,990	5,000	3,500	6,000	171%
NWTRCC Grants	3,845	3,591	3,334	1,276	3,000	3,000	100%
Holmes Memorial Grant	0	0	0	0	0	500	0%
Kurtz Memorial Grant	0	0	0	0	0	500	0%
Salzman Memorial Grant	0	0	0	0	3,000	3,000	100%
<b>Total Grant Allocations</b>	<b>302,095</b>	<b>296,641</b>	<b>265,324</b>	<b>278,976</b>	<b>238,500</b>	<b>274,000</b>	<b>115%</b>
Library	0	0	106	29	0	30	0%
Printing	2,307	2,113	1,777	93	700	2,500	357%
Postage	465	597	977	327	600	1,000	167%
Membership and Dues	0	0	0	0	400	0	0%
<b>Total Grants Program</b>	<b>304,867</b>	<b>299,351</b>	<b>268,184</b>	<b>279,425</b>	<b>240,200</b>	<b>277,530</b>	<b>116%</b>
<b>Personnel</b>							
Employee Salaries	141,053	149,737	177,738	171,533	168,324	171,690	102%
Payroll Taxes	12,320	12,009	14,989	14,764	14,644	14,763	101%
Pension Plan Match	5,842	5,959	7,303	6,736	6,733	6,867	102%
Health Insurance	21,691	24,285	31,381	43,284	38,000	43,000	113%
Workers Compensation	399	806	(17)	599	860	750	87%
Staff Development	0	0	2,012	613	500	400	80%
<b>Total Personnel</b>	<b>181,305</b>	<b>192,796</b>	<b>233,406</b>	<b>237,529</b>	<b>229,061</b>	<b>237,470</b>	<b>104%</b>
<b>General and Administrative</b>							
Advertising and Outreach	1,785	1,035	2,240	1,780	2,000	2,000	100%
Books & Subscriptions	1,911	1,350	1,619	109	2,250	2,000	89%
Depreciation and Amortization	2,412	1,904	0	0	2,250	2,000	89%
Donated Materials and Supplies	0	2,042	0	0	0	0	100%
<b>Dues, Fees and Fines</b>							
Bank & Credit Card Fees	2,794	2,847	3,183	4,151	2,500	3,000	120%
Dues	0	0	0	125	2,000	200	10%
Finance Charges	64	13	87	221	100	200	200%
Late Fees	254	237	351	505	300	300	100%
Dues, Fees and Fines - Other	241	354	162	0	0	0	100%
<b>Total Dues, Fees and Fines</b>	<b>3,353</b>	<b>3,451</b>	<b>3,782</b>	<b>5,002</b>	<b>4,900</b>	<b>3,700</b>	<b>76%</b>
Equipment Rental & Maintenance	1,395	1,210	2,810	5,084	4,125	5,000	121%
Filing Fees - State	0	0	2,817	3,420	1,700	3,800	224%
<b>Insurance</b>							
Computer	89	22	89	0	89	89	100%
Director and Officers	2,225	2,225	2,596	0	2,300	2,300	100%
Liability	734	1,379	67	1,331	1,000	1,500	150%
Property	911	879	890	(29)	900	900	100%
<b>Total Insurance</b>	<b>3,960</b>	<b>4,505</b>	<b>3,642</b>	<b>1,302</b>	<b>4,289</b>	<b>4,789</b>	<b>112%</b>
Minor Office Equipment	215	1,718	(460)	712	1,250	1,000	80%
<b>Occupancy expenses</b>							
Rent	38,542	39,150	39,150	37,988	40,836	42,750	105%
Repairs and Maintenance	280	0	0	0	250	250	100%
Utilities	4,025	3,510	3,683	3,285	4,000	3,750	94%
Sub Lease (rent)	(15,957)	(16,200)	(14,850)	(12,525)	(16,875)	(17,100)	101%
Sub Lease (utilities)	(1,352)	(1,444)	(1,137)	(1,027)	(1,600)	(1,500)	94%
<b>Total Occupancy expenses</b>	<b>25,538</b>	<b>25,015</b>	<b>26,846</b>	<b>27,721</b>	<b>26,611</b>	<b>28,150</b>	<b>106%</b>
Printing & Copying	792	1,181	1,990	1,075	1,250	1,250	100%

**RESIST, INC.**  
**Budget 2010 - 1st Draft**

Postage, Shipping, Delivery							
US Post Office	837	1,177	1,697	291	1,500	1,700	113%
Postage Due/BRE Costs	2,083	2,738	4,587	1,880	3,000	3,500	117%
<b>Total Postage, Shipping, Delivery</b>	<b>2,920</b>	<b>3,914</b>	<b>6,284</b>	<b>2,171</b>	<b>4,500</b>	<b>5,200</b>	<b>116%</b>
Professional Fees							
Accounting	11,700	11,813	21,620	20,200	14,000	22,000	157%
Brokerage fees	789	2,432	1,376	1,810	1,700	1,800	106%
Consultant	185	520	0	0	0	0	100%
Temporary Help	2,946	3,006	410	5,589	0	2,575	0%
<b>Total Professional Fees</b>	<b>15,620</b>	<b>17,770</b>	<b>23,406</b>	<b>27,599</b>	<b>15,700</b>	<b>26,375</b>	<b>168%</b>
Supplies	2,281	3,343	3,651	3,249	3,000	3,500	117%
Telephone	2,501	2,552	2,488	2,621	2,750	2,750	100%
Travel & Meeting Expenses							
Conference & Meeting Fees	26	132	545	0	100	100	100%
Meals & Food	263	537	485	319	200	200	100%
Travel	355	837	648	422	300	6,300	2100%
<b>Total Travel &amp; Meeting Expenses</b>	<b>644</b>	<b>1,507</b>	<b>1,678</b>	<b>741</b>	<b>600</b>		
<b>Total General and Administrative</b>	<b>65,326</b>	<b>72,496</b>	<b>82,793</b>	<b>82,586</b>	<b>77,175</b>	<b>91,514</b>	<b>119%</b>
Taxes	285	2,125	(265)	0	0	0	100%
Board Expense							
Postage	17	2	0	39	0	50	
Travel	1,166	1,416	1,097	1,685	1,250	1,350	108%
Food	529	397	287	500	300	500	167%
<b>Total Board Expense</b>	<b>1,712</b>	<b>1,815</b>	<b>1,385</b>	<b>2,224</b>	<b>1,550</b>	<b>1,900</b>	<b>123%</b>
<b>Total Expense</b>	<b>654,179</b>	<b>743,003</b>	<b>704,487</b>	<b>736,763</b>	<b>664,708</b>	<b>758,649</b>	<b>114%</b>
<b>Net Ordinary Income</b>	<b>(36,399)</b>	<b>35,365</b>	<b>(82,291)</b>	<b>(20,103)</b>	<b>5,542</b>	<b>47,232</b>	<b>852%</b>
Receivable Income	370,059	28,759	0	2,615	0	0	100%
<b>Net Income</b>	<b>333,660</b>	<b>64,125</b>	<b>(82,291)</b>	<b>(17,488)</b>	<b>5,542</b>	<b>47,232</b>	<b>852%</b>



## **Finance Committee Meeting**

**1/7/10**

Present: Jim, Melissa, Becca (minutes), non-Staff members of the committee

Raised a question about the difference between 173,373 (a 3% raise) vs. the 181, 942 (an 8% raise) in the salary line item of the drafted budget. Was this an arithmetic error or something that reflects policy intentions? Robin later clarified that this was an arithmetic error.

Raised a question about whether Catherine's consulting fees to cover Yafreisy's maternity leave was included in the FY09 budget? Robin later clarified that they were not.

The non-Staff Finance committee approves a 2% staff salary raise plus hiring Catherine for consulting as requested by the staff, this would add approximately \$3,366 to salaries, \$293 to payroll taxes and \$2,125 to consulting.

The Finance Committee asks Robin to adjust the budget numbers accordingly and send the Finance Committee a redrafted budget before the next meeting, next Weds (1/13).

Additionally, the Finance Committees talked about health insurance, decided that the current policy would hold for this year's budget but requests that the newly formed Personnel Committee look at different models for reducing health insurance costs, possibly including an employee contribution.

## **RESIST Finance Committee Meeting**

January 13, 2010

Present: *Melissa, Robin, Malika, Jim, Becca*

Facilitator: *Robin*

Minutes: *Melissa*

### Treasurer

- Responsibilities: signing paperwork, chairing Finance Committee, be part of Executive Committee
- *Finance Committee recommends/nominates Becca Howes-Mischel to serve as new RESIST treasurer and chair of the Finance Committee*

### Update on audit

- Auditor coming at the end of the month or early February. Because Finance Committee provides oversight, Robin will keep committee posted on the progress.
- Because audit standards have changed, both auditing costs and staff prep time will increase.
- Providing EINs for grantees and their fiscal conduits are now required as part of audit. *Finance Committee recommends that we now request EINs in grant applications to make this process in the future more efficient.*

### Update on charitable registration

- 2 more to do for 2008.
- 2009 registration starts in 2 weeks, may also file extensions.
- Meredith will be helping with this process, which is a big support to staff.

### Recap of last year

- Refer to FY09 financial report and narrative.
- While it looks like RESIST will have a \$15K loss, it is still extraordinary for many non-profits, especially in this economic climate.
- Some questions were asked on transferred funds from other accounts and where those will be reflected. Staff provided answers to the committee.

### Update on budget changes

- RESIST is starting a major donors initiative in 2010 and after looking at renewal history/trends, the projected increase in income for this line item will be decreased from 10% to 5%. This is not yet reflected on the current draft budget. Because of this change, we need to consider cutting more on expenses and/or settling for a lower surplus amount at end of year.
- Another update to draft budget & narrative includes an expense increase for internal mailing printing/postage/mailhouse costs, which is roughly estimate at \$3K.
- There was a discussion on consultant expenses for ABC/House Mailings and external mailings. Questions included: What is she paid for? What accounts for increased costs? Are numbers for expense allocations for internal and external mailings switched? Are we looking at less consultant costs as we move forward? How can we look forward in planning development for RESIST (i.e. less reliance on consultant)? There was a request for consultant's hourly costs.



- The plan to develop a 5-year strategic plan was brought up again as a reminder. *Finance committee recommends that all RESIST committees begin a 3-5 year planning process that includes goals and strategies to reach those goals. It is then recommended that we come together in another retreat to share and discuss/integrate an organization-wide 3-5 year plan.*

Next steps...

Because we were not able to cover the entire draft budget and narrative in this meeting, we've agreed to continue discussion on **Wednesday, Feb 3<sup>rd</sup> at 9am**. Staff will provide committee with a revised budget/narrative as well as more details on the fundraising consultant. We will also revisit the need for additional cuts to expenses or settle with lower surplus amount.

## **Staff Meeting**

**1.20.10**

Present: Robin, Malika, Christy, Yafreisy (minutes)

### **1. Audit**

Linda will be coming in the week of January 25<sup>th</sup>. Robin has sent staff lists with the things Linda needs. The first week Linda will be doing preliminary field work, including walk through on how we do things. We need to update our procedures manual for money and grant making. Meredith also wants to look at how staff does recordkeeping.

### **2. Newsletter**

The newsletter and e-alerts is a little behind, Christy will be working on it this week. Our interns Corina and Kate are putting NL into sheet protectors and binders for Christy.

### **3. Fundraising**

The auction put Malika behind several weeks so thank-you letters are behind. Malika is preparing for a fundraising meeting the first week of February. Diana and Jen B. will be officially helping Malika with major donor asks. They are currently working on a pitch.

At the finance comm. meeting folks raised some concerns over how much we proposed to spend on Nancy Green house for 2010. Malika really feels like we need to at the very least continue to keep Nancy at this level for budget 2010. At an extended staff meeting Malika will expand more on her thinking behind this. Nancy was paid about \$13,145 for her services last year.

### **4. Interns**

Yafreisy will take back being the point person for Interns. Christy brought up that our intern Herbert has been with Resist for 5 months and perhaps is at a level where he can be entrusted with data entry projects. Staff will email Yafreisy their intern projects and in what time these projects can be completed. Intern projects will be expanded on at the next staff meeting. Robin is interested in working with Herbert on an internet research project.

### **5. Executive Comm. Meeting**

Met January 20<sup>th</sup>, the meeting went well. They approved Robin's leave. Robin would like to start her leave June 15<sup>th</sup> once the June cycle is completed. They talked of elections in February of new officers.

### **6. Work-loads and time management**

Staff talked a bit about workloads and where folks are at with their individual responsibilities. Malika expressed some concern over her work load. She has been logging in hours and she has an excess of comp. time. Staff will look further into this at another meeting.

**Meeting Adjourned**



**Finance Comm. Meeting**  
**2.3.10**

Present: Becca, Melissa, Jim, Warren, Robin, Malika, Yafreisy (minutes)

**1. Review of December 2009 Statements**

See Narrative

Becca wanted to know if the ABC numbers are down about \$13,000 due to the fact that we're losing donors or if we're seeing these donors give less money.

Malika suggested we look at the ABC reports she passed out. We have in fact kept the same amount of donors but those donors are giving less money. Malika feels it's a combination of the amount of money spent on solicitation of these donors and the economy hitting some of these donor's pockets as well.

Robin made a note in reference to a question that there are slight differences in numbers when you look at the QB reports and the sage reports that Malika runs. In response to recommendations made at the close of the 2008 audit, Meredith now reconciles the data in Sage with QuickBooks each month. In conversation with Linda, our auditor, and Meredith, they both feel that these numbers are now usually within tolerable limits and therefore we can move forward making sure to keep in mind the variances.

**2. Audit**

Our auditor Linda was already onsite for two days doing some preliminary work. As part of the new charitable giving regulations and due diligence in response to the Patriot Act there are a couple of new things that we need to do in the office to keep up with regulations.

At this point Linda is satisfied with our grant record keeping , but reminds us that staff now need to make sure all grant applications include a current employer ID number and current IRS letter.

Yafreisy and Malika are working on providing Linda with copies of donations over \$1,000. This is part of our procedures for monies coming in. Linda is trying to make sure that Malika's records tie up with Yafreisy's bank deposits and Robin's excel sheets. This is all to make sure we are doing our due diligence in terms of the Patriot Act and our accounting practices.

Linda will be in the office on Feb. 9<sup>th</sup> finishing up the onsite part of the Audit. She is hoping to be done with the Audit and have a draft to us in four weeks, since the first round of charitable registrations start in six weeks.

Robin informed Jim that as the Treasurer he will need to sign the audit engagement letter. When the draft of the audit is complete the role of the finance committee is to look at the report in detail and give the board a full report back at the April board meeting.

Robin is hopeful that we might come in under budget for the audit since our accounting practices are well organized.

### **3. 2010 Budget**

Malika presented some numbers and narrative she and Nancy went over after the last finance committee meeting when concerns were raised about the amount of money used on the consultant line item.

Decision: we will leave the current amount of \$37,750 in the budget for ABC, but Malika and Nancy will work under the new budget figures which bring that amount down to \$34,226.00. This is still an increase from FY2009 since the actual numbers for 2009 will look lower once the audit is complete and Meredith moves numbers back in place.

Malika suggest that we keep a really close watch on the numbers and especially monitor the development of the major donor program over the next year. If the major donor program is successful, than she feels that it makes sense to leave Nancy Greenhouse either at current or higher levels in order to grow our direct mail program.

Robin suggests that we not only keep a close watch on the major donor program and what kind of effect the numbers have on the budget- but that the finance and fundraising committees meet possibly in April or May to look at numbers together. This will ensure each committee is working to their best capacity and is aware of the realities of the other committee.

Becca made an addendum to that proposal and it's to move on the five year financial plan. Warren notes that to be able to effectively look at the numbers coming from the major donor program we probably need five years of information in order to see what it has yielded.

Robin adds that she wants to make sure that we keep in mind that our colleagues that have not done well in the economic crisis were very dependent on their major donors. She suggests that in developing the major donor campaign we keep in mind that our mid level donors (\$25-\$50 range) have really helped sustain us over time.

At the end there was a discussion on how optimistic the income numbers look and the committee agreed to present the numbers as they were presented to the finance committee today, but to include in the conversation at Sunday's board meeting that these numbers will be reviewed in June for possible changes depending on the hard data that comes in over the next six months.

**Meeting Adjourned**



**Staff Meeting Notes 2/3/10**  
**Yafreisy, Robin, Christy, Malika (minutes)**

**1. Check In**

**2. Board Meeting**

Malika: Bagels. Christy: Juice. Yafreisy: Coffee. Robin: Fruit. Y will ask Cathy for use of the back space.

**3. EC/Personnel Officers**

Kay and Cynthia have notified staff that the election of officers and new personnel committee members will be put off until April. The Board will need to submit a statement approving this for auditing purposes. Christy will email Kay reminding her that personnel committee members don't need an official vote.

**4. Fundraising**

Malika requested help from staff finding grantee stories for the March appeal. Suggestion to draw from Nov/Dec Newsletter.

**5. Schedules**

Robin and Yafreisy will take off the week of Feb 15 for school vacation. Christy will work Tues and Thurs that week and Thurs and Fri the last week of Feb.

**Auction Evaluation Meeting 2/18/10**  
**Jim, Miabi, Malika**

*Questions for evaluation & method to find out:*

How long will c-market keep our item info & reports online? (Call c-market & ask. Then ask volunteer to extract all the info asap)

How did we do in terms of Board participation of 3 items each? (Data sort "items to solicit" spreadsheet)

Did donors who gave an item to the auction or purchase one do this in place of their regular annual gift, or did it seem to affect their giving pattern? (Sage database analysis)

How many new friends of RESIST did we get into our database? (Sage database analysis)

What was the cost-benefit to RESIST in terms of staff time/cost per dollar raised? (\$7,000-\$9,000 salary, shipping, c-market costs, to raise \$13,000)

*Other thoughts:*

We got a lot of new names for our e-list and database. It was a helpful project in terms of creating a publicity strategy for future e-fundraising work. It motivated board members & is an easy way to "break the ice" as far as gift solicitation goes. We are concerned about the amount of hours that went into the project and how that affects other fundraising initiatives. If we do it again we may want to hire someone so we can continue other fundraising programs.



## **Fundraising Minutes 2/2/10**

### **Diana, Kay, Jen B, Marc, Christy, Malika (minutes)**

#### **Regular Meeting Schedule**

From now on we'll meet the Wednesday 2 weeks before each board meeting.

#### **Direct Mail Report Back**

Database reports reviewed. Acquisitions are doing quite well in terms of donor response, a 1.16% response where the ideal is 1%. We continue to introduce low-risk testing options. So far we have 1,200 new donors from acquisitions in 2009. Suggestion to investigate donor demographic identification programs. The # of donors responding to renewals is consistent and income is slightly down probably due to economy – it is within healthy range of return. As the donor list grows we are able to also use low-risk tests to learn better what kind of appeal they respond to. The # of pledge donors is up by 20 from last year, income the same.

#### **Major Donor**

Malika, Jen B and Diana met on 1/21 and came up with a plan for the spring major donor fund drive. Minutes attached. The campaign will go from March 8 to April 30 (8 weeks) for 75 donors (\$500+). Diana drafted a letter-before-ask that announces the campaign, to be sent around to the committee for review. Buzz Harris will train board members at Diana's & we will invite entire board. The budgeted goal is a 5% increase over the year (\$10,000) but our desired goal is closer to 10 % or \$20,000.

#### **House Party**

There will be a house party at Paul Lauter's in New York in April. In December Malika met with 10 founders and longtime donors in NYC to ask them to come & bring their contacts to the party. Malika will email list of NYC grantees for the committee to comment (to attend or make pitch). We have some \$ for travel so a board member can join Malika in NYC for donor visits. There will be a house party in California in the fall where we hope to invite some Vanguard supporters & we have a donor who has offered to help with arrangements. Concern expressed that the budgeted expenses (\$250/party) will be insufficient. Suggestion to post on facebook, twitter etc which will depend on the wishes of the host.

#### **Planned Giving**

The major gifts ask committee will brainstorm ways to integrate planned giving with the major donor program. Suggestion to create planned giving materials in a format other than the current letter to have available at the NYC party.

#### **E-Fundraising**

Christy and Malika attended an informative 1-day e-fundraising conference in Fall '09. Christy and Malika have planned two 2010 e-fundraising campaigns to our current list of e-subscribers for a budgeted goal of \$500 each. They will meet soon to plan the campaigns in more detail. Suggestion to identify major donors & remove them from campaign e-list.

#### **Fundraising 2010 Plan**

Attached. Discussion that this is a useful addition to FR mtgs. Suggestion to add all sources of income including bequests. Suggestion to add a column for staff time invested in each program. Request to see the breakdown for the Fall 09 auction.

agenda:

dates for major campaign

8 to 10 weeks

March 8 -- April 30 (8 weeks)

House party in April in NYC will overlap with campaign

regular dates for FRC -- wed or thurs, two weeks before the board meeting

finance committee has budgeted a 5% increase in major donors for this year. (about \$10,000 - but we'll shoot for \$20,000.)

Elements of major donor campaign

training

gift pyramid

ask list

send initial letter to donors you're going to call, then call them about a week or two later. (See example, letter and examples of where the money might go) Diana will draft letter. Spring fund drive: 20,000 (?)

establish amount we want to raise. (150 people give 500 or more, divided into two 75-person campaign. clarify hook -- raise grants

3 board members and a donor ideally on the ask committee: see tips for ask committee

Timeline:

Mar 8 - call begin

Feb 28 -- materials for ask committee to give to major donors (Diana and Jen)

Feb 22 - letters and what we'll do with money go out (all of us)

Feb 15 - gift pyramid and ask list ready (Malika and Jen)

Feb. 7 - Board meeting

Jan 25 - draft of materials to Jen and Malika (Diana)

Call and thank donors for gifts. (Malika, Jen, Diana, Sarath)

Diana: Nancyt Myer to Susan and Arthur LLoyd



2010 Fundraising Plan	Direct Costs	Budgeted Income	Staff Time/Cost
Renewal	\$34,226.00	\$210,000.00	
Pledge	\$6,260.00	\$155,341.00	
Prospect	\$54,500.00	\$56,871.00	
Major Donor Campaign 1	\$3,050.00	5% @ \$5100	
Major Donor Campaign 2	\$3,050.00	5% at \$5100	
House Party 1	\$250.00	\$3,000.00	
House Party 2	\$250.00	\$3,000.00	
E-Fundraising Campaigns	\$0.00	\$1,000.00	
Bequests	\$0.00	\$120,000.00	
Board Fundraising	\$0.00	\$2,000.00	
Foundations	\$0.00	\$15,000.00	