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Resist Steering Committee Meeting, Dec. 5, 2010

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Resist, "Resist Steering Committee Meeting, Dec. 5, 2010" (2010). *Resist Board Meeting Minutes*. 356.
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**RESIST Board Meeting
December 5, 2010
Minutes**

Attendance: Cynthia Bargar, Melissa Carino Robin Carton, Miabi Chatterji, Diana Digges, Becca Howes-Mischel, Kohei Ishihara, Ravi Khanna, Kay Mathew, Yafreisy Mejia, Marc Miller, Jim O'Brien, Christy Pardew, Dimple Rana, Carol Schachet, Ragini Shah

I. Meet, eat, greet

II. Agenda Review

Marc agreed to chair the business in Warren's absence. Given the schedule and Becca needing to leave early, the finance committee would be moved up.

III. October 2010 Board meeting approved

IV. Grantmaking Allocation

After decision were made for this, the final board meeting of the year, we learned that we had under-spent by roughly \$15,000. A small group (Carol, Christie, Cynthia and Robin) agreed to create options for the board to consider after lunch.

V. Review/reflect/evaluate Grantmaking

- Questions raised re: deferred applications. Would they be eligible for the higher grant award when the maximum is raised from \$3000 to \$4000 in 2011? Need to determine this. Also, when is the new amount going into affect?
- Grant Committee will take on named grants to see if all are eligible or just those that received the amount of money available from the designated fund – i.e. if only \$500 is available, are only grants for \$500 eligible to receive an honorary grant?
- Robin will send list of groups funded to Board along with Tribute/Memorial Fund descriptions for decision by year-end
- Grant Committee will make a proposal for how to handle decision-making when there are no references who know the group and its work
- Grant Committee will put together a group of good applications to use as samples
- Great facilitation
- People who use Macs had a hard time opening the proposals. Trouble with the password. Wonder if we can just get a password protected portion of our webpage and post applications there. (Christie will look into this.)
- Staff requested notice of who wants a paper copy of the packet – need to know ahead of time to prepare them.
- Good discussion, respectful even though there were differences of opinion.
- R&R committee wants to evaluate dividing grants into two groups vs. everyone reading all the proposals.
- Things for Grant Committee to discuss: students vs. community distinction.
- Is more research on the internet useful? Include website review as part of reference?
- Enjoyed conversation, controversy can be fun
- Some discussion was cutoff too soon, especially since we had time

VI. Political Discussion

Postponed for committee business.

VII. Committee Business

R & R

We have a number of Board candidates. Some have said no, others remain interested.

Training – financial training and a race & class training were both suggested to the committee. Some race trainings can be costly (e.g. People's Inst. Cost \$10K when SOA Watch used their services). Class Action may also offer something. Question: What do we want to get out of it? What is our priority now, particularly if we also want to do a Strategic Plan? R&R will talk with EC about this as well.

Also discussed having youth on the board (defined as below 21) and whether this is a priority now. Do we want to bring on 1-3 young people? How prepared are we to make this a program of the board?

Also, suggested that we do an assessment of the current board to determine how many seats might be opening.

Finance Committee

Presented 2011 budget narrative. (Attach narrative and numbers)

Discussion of direct mail income, special contributions income.

The Board will vote at the February meeting on the budget. Finance Committee requests additional questions or suggestions, particularly on a second budget scenario that will trim the \$50K-\$70K deficit. This may include difficult cuts.

Personnel

Proposal discussed re; staff paying a percentage of health care expenses or switching to a cheaper plan given the dramatic rise of these costs. Personnel costs are taking an increasingly large percentage of the budget – affects program/admin ratio as well as the bottom line. PC will bring a proposal to the February meeting.

Malika participated in an exit interview when she left staff. Along with other conversations and evaluations, the PC highlighted these issues:

- * not a shared sense of responsibility or commitment to growth at RESIST, which would be necessary to have an effective fund raising plan
- * difficult for staff to assess their own jobs and effectiveness, or that of their peers. Needs to happen before the next Development Director is hired.
- * PC recommends that we have a staff assessment performed by an outside consultant before someone is hired
- * Guillermo had indicated that Solidago might have some resources available for RESIST for strategic planning. Perhaps we can roll assessment into that as well.

At the recommendation of staff and board, the board entered *Executive Session*. During the session, the Board proposed and approved the following proposal:

Assessment of current staff jobs, tasks and structure will be done by an outside facilitator. The Personnel Committee will take the initiative to seek proposals from consultants, up to \$3,000. The consultant will be expected to interview staff and former staff, as well as representatives from the Board, and present a write-up with recommendations prior to the February Board meeting.

Fund Raising Committee

Malika developed detailed transition notes for Melissa and the next Development Director.

Major Donor calls need to be completed and reported back to Diana.

Board members are encouraged to write friends and colleagues.

Grants Committee

Reviewed the previous minutes and determined that we had voted to initiated the higher grant amount effective February 2011.

Proposal: The maximum amount of funding will be \$4000, and we will do away with the \$500 *amount as a partial. The minimum grant amount will be \$1000.*

APPROVED.

The staff and Grants Committee will mail Tribute Grants and grants from named funds to the board for approval.

Extra Money

We under-spent by \$15K in grants this year.

Proposal: Every 2010 grant recipient will receive a copy of Andy Robinson's book. This will cost about \$1,300.

APPROVED.

The remaining money needs to be spent. Three options were presented:

1. All groups that received the maximum award (\$3000 or whatever the maximum was if adjusted) will divide the remaining money between them.
2. All grant recipients, excluding TA and emergency, will divide the remaining funds as follows:
 - \$2500-3000: 50%
 - \$1500-2499: 30%
 - Less than 1500: 20%
3. The funds would be divided among the higher awards as follows:
 - \$2000-3000: 70%
 - \$1500-1999: 30%

Proposal: The Board voted (8-3, with 1 abstention) to implement proposal #1 above. All groups that received the maximum award (\$3000 or whatever the maximum was if adjusted) will divide the remaining money between them. Robin calculated that these 44 groups would receive about \$300 each.

APPROVED.

Communications

New webpage up.

Christy distributed the Newsletter and new RESIST canvas tote bags to the Board (with much approval).

The committee did not meet.

VIII. Review/reflect/evaluate

- Presenters/Committees could be clearer about whether something is a proposal or a conversation.
- Dialogue and discussion rushed to an end. Committee doesn't know exactly what there is to do as a result.
- Great to see passionate and dedicated board and staff. RESIST is in good shape, good to address issues that need to be addressed.
- Good facilitation of business, and all that needed to be addressed. Brought up angles on complex things.
- Thank you to the lunch bringers! Delicious as always.
- Committees could do work sooner and get information to the EC re: proposals and time needed. EC meets 2 weeks before the Board meeting, so need things by then.
- It would be helpful if everyone would read the minutes ahead of time from Committees. Less time taken up on background then.
- Agenda could include Committee name and what needs to be decided.
- Cover page of proposals (form Committees) that EC could pull together for the board packet.
- Good meeting, a lot accomplished. Without a small group of proposals we couldn't have gotten through all the business.
- Good that staff forced us to ask them to leave the room to have a fuller discussion.
- Piled a lot of work on to the Personnel Committee and EC. Need to hold ourselves accountable to committee work. How to make people step up who are doing less and relieve the burden on others who are doing a lot.
- May need at least 1 meeting a year to do only business, no grants.

December 2010 Grant Decisions

Multi-Year Grants

Renewals

1. Center for Justice, Peace, and Environment **\$3,000**
P.O. Box 400, Fort Collins, CO 80522 Cheryl Distaso 970/419-8944 www.cjpe.org
year 3 of multi-year funding to create social justice, peace, and environmental integrity through direct action, public education and community-empowerment.

Decision: Full

2. Citizens for Safe Water Around Badger **\$3,000**
E12629 Weigand's Bay South, Merrimac, WI 53561 Laura Olah 608-643-3124 www.cswab.org
for year 2 of multi-year funding to clean up of toxic waste at Badger Army Ammunition Plant and create healthy sustainable re-use plans.

Decision: Full / *Hell Yes!*

3. Reflect and Strengthen **\$3,000**
14 Crawford Street, Dorchester, MA 02121 Roselyn Berry 617/442-2355
www.reflectandstrengthen.org
for year two of multi-year funding to develop the organizing skills, leadership capacity and political analysis of young low-income women in Boston.

Decision: Full

4. Student/Farmworker Alliance **\$3,000**
P.O. Box 603, Immokalee, FL 34143 Marc Rodriques 239/657-8311 www.sfalliance.org
year 2 of multiyear funding for a national network of students and youth organizing with farmworkers to eliminate sweatshop conditions and modern-day slavery in the fields.

Decision: Full

New

5. Albuquerque Center for Peace and Justice **\$3,000**
202 Harvard SE, Albuquerque, NM 87106 Mary Nakigan 505/268-9557
www.abqpeaceandjustice.org
to link individuals and organizations concerned with peace, social justice and economic issues.

Decision: Full / *One Year*

Comments:

All white Board. More diversity within staff and volunteers. Currently working as ally in communities of color. Can they bring allies to leadership positions in organization? See note re Board membership.

6. Operation Welcome Home

\$3,000

1201 Williamson St., Madison, WI 53703 Cynthia Lin 608/695-3757

www.operationwelcomehome.wordpress.com

for a collaborative of homeless and previously homeless people of color working for social justice and self-determination.

Decision: Full

Comments:

Very thoughtful approach. Part of the Take Back the Land movement. Able to talk deeply about their ally work.

General Support

Community Organizing/ Anti-Racism

7. Coalition for Educational Justice

Defer

5905 Tipton Way, Los Angeles, CA 90042 Ronni Solman 323/246-5653

to struggle against institutional racism and the inequities based on class and race that exist within the Los Angeles Unified School District.

Decision: Defer

Comments:

Becca asked her stepmother Karen (who has just written a book about organizing in East L.A.) about this group. She has not heard of them. It is unclear what their relationship is with the community at this time (e.g. the work in the community v. the work with UTLA). Not a lot of information about what schools they are working in. Did not provide a very good answer to #11. Need more local references. Try calling Eric Mann (via Marc) and Community/Labor United.

8. Cumberland Center for Justice and Peace

\$2,000

P.O. Box 307, Sewanee, TN 37375 Leslie Lytle 931/598-9979 www.ccjp.org

to educate and empower the community of Franklin County and the surrounding Cumberland Plateau region to take action for social, cultural and environmental change that promotes justice and peace locally, nationally and globally.

Decision: Partial

Comments:

Solid work. Still unclear what "other" category means- need a conversation with them about it. Interesting blend of academia and community organizing. Take radical political stances for their area.

9. El Kilombo Intergalactico

\$1,000

P.O. Box 2103, Durham, NC 27701 Vivian Wang 919/688-8768 www.elkilombo.org

to build a community of low-income residents of color through cooperative initiatives, collective decision-making, and community action.

Decision: Partial

Comments:

Take a chance. Lots of discussion. Model based upon Zapatista organizing approach. Did not manage to connect with local references who knew them. Main internet coverage of work is story about El Kilombo being composed of Duke students/former students buying housing in the area. Half of expenses are for purchase of garden space and capital improvements. Web site not updated since 2009 although proposal talks about web work as being important. Worth seeing if alternative model that works.

10. Teach Our Children**\$2,500**

129 Church Street, #418, New Haven, CT 06510 Camelle Scott 203/786-5499

www.teachourchildren.org

to transform the New Haven public school system so that it is responsive to children and families regardless of race, income or neighborhood.

Decision: Partial

Comments:

Diversity sheet does not add up. References really strong. Membership led. Incorporate linguistic minorities and parents. #11 answers not strong. Budget not clear.

11. Worcester Homeless Action Committee

P.O. Box 30125, Worcester, MA 01603 Dave McMahon 508/799-9389

www.greaterworcesterhomeless.org

to increase city-wide awareness about, and a response to, the critical condition of homeless people in Worcester.

Decision: No

Comments:

Deferred from October for references. References are mixed. Proposal not strong. Analysis might be good- but there is not much to go on. While are looking at discharge planning policies – not clear how active they are in terms of organizing.

Environmental Justice**12. Mossville Environmental Action Now (MEAN)****\$3,000**

4407 Fisher Street, Westlake, LA 70669 Dorothy Felix 337/882-8078 mossville4ej@yahoo.com

to work for environmental justice by educating and organizing residents to oppose the governmental and corporate bodies that have allowed dangerous levels of toxic pollution to exist in their community.

Decision: Full

Comments:

Excellent reference. Not much information on web site. Use health surveys of community to support organizing. In a very rural area. Need support to fully answer Question #11.

Gay/Lesbian/Bisexual/Transgender Rights**13. Equality South Dakota****\$3,000**

P.O. Box 2854, Sioux Falls, SD 57101 Karen Mudd 605/271-4136 www.eqsd.org

to secure and protect the rights and wellbeing of lesbian, gay, bisexual and transgender South Dakotans and their families.

Decision: Full

Comments:

Have had some amazing success in a very conservative state. Are trying to work strategically- looking beyond issues of marriage. Have links to Native American community in state. No position on reproductive rights- remind them that this includes rights of glbtq people to have children.

Health/AIDS/Disability Rights

14. NARAL Pro-Choice Texas

\$3,000

P.O. Box 684602, Austin, TX 78768 Sara Cleveland 512/462-1661 www.prochoicetexas.org
to ensure that women have the right to a full range of reproductive choices, including preventing unintended pregnancy, bearing healthy children and choosing legal abortion.

Decision: Full / *Hell Yes!*

Comments:

Understand conflict and need to include disability rights advocates. A model for groups using a reproductive rights/reproductive justice framework. Good answer to #11. Go beyond abortion to look at range of reproductive health issues- including pre and peri-natal. Work with detainees. Moving beyond white feminism. Good contact for them is National Advocates for Pregnant Women- Lynn Peltro.

Labor/Employment Rights

15. Centro de Trabajadores Unidos en la Lucha

Defer

2511 E. Franklin Avenue, Minneapolis, MN 55406 Brian Payne 612/332-0663 www.ctul.net
to enable low-wage immigrant workers to organize for better wages and working conditions.

Decision: Defer

Comments:

Get CCHD money. No position on reproductive rights- even though chemical cleaning agents concerned about in their campaign have negative health impact. Need more local references. Try Steve Fletcher.

16. Jobs with Justice - Central Indiana

\$3,000

445 N Pennsylvania Street, #300, Indianapolis, IN 46239 Allison Luthe 317/917-0723
www.centralindianajwj.org
to build a broad and long-term coalition to support worker rights and social justice.

Decision: Full

Comments:

Good diversity. Anti-oppression model. Strong reference.

Technical Assistance Grants

17. Education for Liberation Network

\$500

39 Hampton Place, Brooklyn, NY 11213 Tara Mack 917/754-2782 www.edliberation.org
to support a strategic planning process to increase organizational capacity.

Decision: Full

Emergency Grants

18. Contact Center

\$500

1227 Vine Street, Cincinnati, OH 45202 Lynn Williams 513/381-4242
www.contactcentercincinnati.org
emergency funding to oppose a recent decision to cut benefits from the Ohio Medicaid Program.

Decision: Full

19. Center for Justice, Peace and Environment**\$500**

P.O. Box 400, Fort Collins, CO 80522

Cheryl Distaso

970/419-8944

cjpe.org

emergency funding to oppose a Poudre School District plan that would marginalize Spanish speaking parents by closing three public schools in predominantly low-income and Latino communities.

Decision: Full

Total Number of Grants: 10 general support grants; 6 multi-year grants; 1 TA grant; 2 emergency grants;
9 not on agenda
Total Amount Requested: \$49,500
Total Allocation for Cycle: \$52,700
Total Grants: \$20,500 general support grants; \$15,000 multi-year grants; \$500 TA grants;
\$1,000 emergency grants
Total Allocated: \$37,000
Total # of Grants Allocated: 8 general support grants; 5 multi-year grants; 1 TA grant; 2 emergency grants
Total # of Grants:

Deferred: Centro de Trabajadores Unidos en la Lucha, Coalition for Educational Justice

Hell Yes! Grants: Citizens for Safe Water Around Badger, NARAL Pro-Choice Texas

Additional Grantmaking:

In order to fully spend the grantmaking budget for this fiscal year.

1. All FY2010 grantees will receive a copy of Andy Robinson's book *Grassroots Grants*
2. All FY2010 grantees who received the equivalent of a full grant will receive an extra grant award (approximately \$300).

December 2010
Not on the Agenda

1. Marcellus Protest

c/o P.O. Box 1080, Washington, PA 15301 David Meieran 412/999-0649 www.marcellusprotest.org
emergency funding to defray expenses related to a demonstration at the Developing Unconventional Gas Conference where protestors will oppose the destruction that will be caused by drilling in the Marcellus Shale.
Comments: Not an emergency.

2. Media Island International

\$3,000

816 Adams Street, SE, Olympia, WA 98501 Bruce Wilkinson 360/352-8526 www.mediaisland.org
to bring attention to under reported news and world events with a focus on radical organizing and direct action education campaigns.

Comments: Started in 1984. Seems to have evolved into a community center with a low power fm community radio station. Looking at how "Media Island the organization is different from Media Island the info-shop and community center." Still have file cabinets as a "finger tip" database. Act as a hub and spin off projects as they become autonomous. Not a sophisticated answer to #11. No information on collaborations in response to question 11.

3. Meiklejohn Civil Liberties Institute

\$3,000

P.O. Box 673, Berkeley, CA 94704 George Lippman 510/848-0599 www.mcli.org
to use Constitutional and international law to promote human rights within the United States.

Comments: Mainly a newsletter. Most connections with lawyers or legal rights groups. Not clear where organizing happens. Majority white. FY09 \$2,000 loss on a \$42,000 budget. 2010 projecting a \$102,000 budget doubling individual contributions and a new \$40,000 in grant funding- but no concrete plans on how to raise the money. Answers to #11 not impressive.

4. People for Community Recovery

\$3,000

13116 South Ellis Avenue, Chicago, IL 60827 Cheryl Johnson 773/840-4618
www.peopleforcommunityrecovery.org

to enhance the quality of life of low-income residents affected by environmental pollution through education, advocacy and economic development.

Comments: Important issue but a very mainstream group. Projects and programs are mostly service.

5. Progressive Communicators Network

to strengthen the communication skills of grassroots movements working for justice to get their message across via traditional and new media.

Comments: More of a hub or training entity. Put on conferences and training sessions. While not strictly organizing work, the media focus is absolutely key for movement building. It is where RESIST is often the weakest--and someone needs to do it! Come back with better proposal that articulates organizing link.

6. Sahngnoksoo

\$3,000

125 Warren Avenue, #A, Seattle, WA 98109 Sunny Kim 206/651-5042 www.sahngnoksoo.org
for a Seattle-based organization of Koreans and Korean-Americans to create change through collective learning, collaboration, solidarity and organizing.

Comments: Has potential but currently is mainly a string of events. Application is confusing. Need to clarify if Freedom School is separate from work of Sahngnoksoo. Might make sense to ask them to re-submit application.

7. Serve the People

\$3,000

P.O. Box 381573, Miami, FL 33238 LaRhonda Odom 305/722-7307 www.myservethepeople.org
to make housing a human right through direct action campaigns to move families into vacant government owned and foreclosed homes and to defend families facing eviction from the same.

Comments: Answers to q.#11 are limited in scope. Lots of service. Don't really say how they are going to implement areas of work.

8. Servicio de Educacion Basica

\$3,000

941 Intervale Avenue, 1st Floor, Bronx, NY 10459 Lucia Solano 347/202-8498 lumineju@yahoo.com
to educate students in a holistic way which addresses the socio-psychological, economic and political
interpretations of the oppressions they face.

Comments: English-language courses, GED classes, computer classes, citizenship classes, arts workshop, karate
class. No organizing. Seems Board members, staff and volunteers are all the same people. Mostly service now.
Ask to come back with organizing?

9. The Assembly to End Poverty

\$3,000

205 W. Monroe, #500, Chicago, IL 60606 Elizabeth Deligio 312/641-5151 eininn@gmail.com
for a trans-local, national organization committed to visioning a U.S. without poverty.

Comments: Just formed after US Social Forum in June. Have not addressed issues in #11 yet. Collaborations: "We
have too many partners to name for the space in the grant." No attachment with list. Very thin application. Most
references are not people directly affected or groups with people directly affected in staff positions.

RESIST

2011 Budget Narrative - Draft

Fiscal Overview

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

Prior Fiscal Policy, 1996 - 2010:

1. 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.

2. Board Designated Net Assets - General Policy

All temporarily restricted (also known as Board Designated) funds must be maintained at current principal levels.

3. Memorial Funds

The RESIST Funds Account will hold the principal and income from all Memorial Funds established at RESIST. The Funds Account includes: The Baker Memorial Fund, the Cohen Memorial Fund, the Holmes Memorial Fund, the Kurtz Memorial Fund and the Salzman Memorial Fund. Currently, this account totals approximately \$129,048.

4. Operating Funds

RESIST will maintain \$25,000 in cash on hand each year in the Operating Fund to cover the costs of any temporary cash shortfall.

5. Board Reserve

RESIST will reserve \$60,000 to cover any unanticipated expenses which might arise during the course of a single year.

6. Phillip Schleimer Bequest

a. 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.

b. 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.

In 2007 the Board voted 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. At this time, \$7,000 has been re-paid.

7. Total Fund Balance Reserve

The total fund balances which RESIST should not fall below is the combined total of the Memorial Funds, Operating Fund and Board Reserve. Currently this amount is \$214,048. The Finance Committee will be exploring the use of reserve fund income to offset general operating costs.

8. Marianne Wells Bequest

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.

While these funds have been allocated, as of November 30, 2010 the Trustees of the Estate have not released the beneficiary distributions. For 2011, \$25,000 will be used to support the major donor and direct mail programs.

9. C. Edwin Baker Bequest

In **2010**, RESIST received a bequest in the amount of \$250,000 from the Estate of RESIST donor C. Edwin Baker. The Board voted on the distribution of the bequest as follows:

1. \$100,000 to be used for general operating support.
2. \$15,000 to set up the Ed Baker Memorial Fund.
3. \$135,000 to use as the base for increasing the maximum grant award from \$3,000 to \$4,000. The funds will be expended over the course of five years- giving RESIST a chance to develop new fundraising strategies to stabilize the increase.

FY 2011 Special Notes

Major Donor Solicitations and Program Costs

This budget reflects projections of a stable projection in income from current major donors in 2011. 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 the new major donor campaign in 2010.

While this budget currently reflects income anticipated from the new major donor program, it also includes expenses- which should total approximately \$4,000. 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 2011. It includes revenue projections of \$5,000 from special event fundraising.

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 charitable registrations which would have cost over \$6,000 annually to contract this out. 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 were 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 be 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 budget will need to be re-visited after: 1) FY10 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: Decreases predicted from internal and external mailings total 3% (\$14,873 less than budgeted for FY10).

- Pledge income is projected to remain stable (\$155,000) based upon pledge drives, electronic funds transfers, credit card gifts and list clean up.
- Newsletter income is projected to remain stable (\$56,500) 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 decrease by 8% (\$18,000) based upon mixed market conditions and uneven job loss predictions in FY11. 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 6% (\$3,579) based upon current response rates. RESIST conducted three prospect appeals in 2007, two appeals in 2008, 2009 and 2010. RESIST will only conduct two in 2011. However, the prospect mailings in 2011 will be to larger numbers of people and may include development of a new fundraising package.

Some of the estimates are affected by the creation of a new major donor line item. Donors previously categorized in response to internal mailings may now be shifted to the major donor category for some donations.

Special Contributions:

- Bequests will decrease significantly from FY2010. 2010 saw the receipt of the Ed Baker and (hopefully) the Marianne Wells estate distributions (approximately \$350,000). In FY2011, the projection is for receipt of approximately \$35,000.
- Board Fundraising is no longer an integral part of the budget (approximately \$2,000). It does not appear that members will meet their FY10 fundraising goals. The FY11 budget reflects this with a projection of \$600.
- E-Fundraising Campaigns are expected to increase by \$300 based upon the expansion of e-fundraising skills.
- Foundation dollars are expected to remain stable with continued \$10,000/year donations from the Bardon-Cole Foundation. At this point, the FY2010 Bardon-Cole donation has not yet been received.
- Major donor contributions are a bit of a conjecture as this will be the first year of actual planning based upon prior results. This category also merges donations formerly attributed to unsolicited and internal mailing donations. The Fundraising Committee projects donations of approximately \$115,000 in FY11. This figure will be revisited after year end donations are received.
- Unsolicited donations will show the impact of the new major donor line item. This line item will now reflect donations that were completely unexpected or given without regard to solicitation. The Fundraising Committee anticipates these revenues to be \$45,000.
- Memorial Fund donations are expected to hold relatively steady from FY2010.

As a result, Special Contributions will show a decrease of approximately \$90,000 from the FY2010 budget and approximately \$281,500 from 2010 actual receipts.

Special Event Income:

Income from Special Event fundraising is projected at \$5,000 and primarily reflects revenue projections from house parties.

Investment Income:

Projected \$15,500 increase in comparison to FY10 based on current market projections.

Merchandise Sales:

Tote bag and T-shirts sales are projected to remain stable.

Restricted Income:

In 2010 the Board voted to set up the Ed Baker Memorial Fund and in 2008 the Board voted to set up an additional named fund in Memory of Sharon Kurtz- both were former RESIST donors who passed away. This budget reflects a projection of an additional \$425 to be raised in FY11. \$150 of this amount represents annual contributions to the Holmes Memorial Fund.

Total Income:

The projection for 2011 is approximately \$137,641 less in revenue in comparison to the budget for FY10 (a 300% decrease). The majority of this decrease is due to the impact of the \$250,000 in bequests received in FY2010 that will not be repeated in FY2011.

Fund-raising Strategies Proposed for 2011

RESIST's income to expense ratio has decreased over the last few years (with the exception of increased 40th 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 the new director of development 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 FY11 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

- *Internal Mailings:* A 6% increase in costs (\$2,553) reflects higher printing, postage and mailhouse expenses.
- *Prospect Mailings:* Costs are budgeted to remain the same.
- *Administrative Fees:* This line item represents fees paid for e-fundraising to Groundspring and Network for Good.

Program Costs

Grant Program:

- Grant support allocations will increase by \$21,000 utilizing funds from the Ed Baker Bequest. This budget also includes funding for Baker, Holmes, Kurtz and Salzman Memorial Grant awards.

Communications:

- Overall, *Newsletter* expenses should be down in 2011. Almost 3,000 subscribers were removed from the *Newsletter* mailing list over the summer. These were people who had not given in the last three years and did not respond to an insert question in the Newsletter about remaining on the mailing list. This will reduce printing, postage and mailhouse costs for 2010 as well as 2011.
- There were two 12-page issues in 2010 (Jan/Feb and Mar/Apr) and four 8-page issues. The publication plan will be the same for 2011.
- *Newsletter* consultant costs contains \$2,700 from what the board set aside for website/communications work in 2010. This is intended to hire a consultant to assist in shaping RESIST's messaging.
- *Website costs* include \$1,800 left over from the \$7,000 the board set aside for the website redesign in 2010. This will be used to continue ironing out kinks and creating features on the new site.

Administrative Costs

Personnel:

- Total personnel costs are projected to increase by 22% (\$51,127).
- A 1% increase in the salary line item of \$1,641 primarily reflects a COLA increase of 1.5% and a base raise of .5%- for a total of a 2% increase over 2010. It also includes the projection of a new Development Director with a base salary of approximately \$48,500. Reminder: Robin is 7/8 time and her salary reflects the reduction.
- During 2010, Malika did not use the RESIST health insurance plan. For 2011, the health insurance projection assumes 3 family plans and one 2 person plan for health insurance; 3 family plans and one individual plan for dental insurance. It reduces expenses by four months for the new development staff person. By the end of 2010, actual health insurance costs will be approximately \$55,000. Health insurance providers are expected to request premium increases of 9% in April 2011. As a result, the health insurance projection for 2011 is \$84,000- a 183% increase. The Finance Committee will be reviewing options for reducing health insurance costs.

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

Bank and Credit Card Fees: these are all fees paid for credit card usage and credit card processing fees paid to Sage.

Equipment Rental and Maintenance: The Océ copier and Pitney Bowes postage meter costs have been allocated across categories (grants, fundraising and administration). The fees for the Poland Spring water cooler are also found here. These items do not reflect significant increases over current costs.

RESIST

2011 Budget

	FY07	FY08	FY09	Budget 2010	2010 11/30/10	Budget 2011	% Change
Income							
Internal Mailings	\$369,067	\$381,280	377,568	\$430,071	250,679	\$411,620	96%
Prospect Mailings	\$62,166	\$58,955	45,107	\$56,872	32,461	\$60,450	106%
Special Contributions	\$212,309	\$213,022	253,139	\$297,814	\$397,065	\$208,075	70%
Special Events	\$114,392	\$2,333	\$17,526	\$6,500	\$3,646	\$5,000	77%
Investments	\$29,014	(\$38,494)	\$25,363	\$12,500	\$22,595	\$28,000	224%
Other	\$5,678	\$5,099	\$1,867	\$2,125	\$6,037	\$2,200	104%
Total Income	\$792,626	\$622,195	\$720,570	\$805,882	\$712,483	\$715,345	89%
Expenses							
Fundraising							
Internal Mailing Costs	\$22,771	\$28,031	\$44,116	\$45,075	\$31,935	\$46,878	104%
Prospect Mailing Costs	\$64,269	\$50,301	\$51,617	\$54,500	\$47,105	\$54,500	100%
Major Donor Costs	\$0	\$0	\$0	\$0	\$300	\$150	#DIV/0!
Special Event Costs	\$38,540	(\$900)	\$3,027	\$500	\$155	\$500	100%
Misc. Fundraising Costs	\$1,561	\$2,526	\$2,860	\$4,525	\$5,609	\$5,800	128%
Total Fundraising Costs	\$127,141	\$79,958	\$101,620	\$104,600	\$85,104	\$107,828	103%
Program							
Grants	\$308,641	\$265,324	\$256,043	\$279,000	\$232,157	\$300,500	108%
Grants Program	\$2,710	\$2,860	\$4,119	\$5,230	\$5,825	\$5,500	105%
Newsletter	\$33,887	\$37,280	\$36,268	\$40,300	\$32,709	\$42,000	104%
Website	\$1,124	\$1,482	\$1,570	\$8,500	\$6,189	\$2,500	29%
Total Program Costs	\$346,362	\$306,946	\$298,000	\$333,030	\$276,880	\$350,500	105%
Other							
Personnel	\$192,029	\$233,406	\$233,186	\$237,705	\$214,638	\$280,273	118%
General and Administrative	\$76,168	\$82,793	\$85,317	\$94,990	\$101,536	\$102,359	108%
Board Expenses	\$1,815	\$1,385	\$2,230	\$1,900	\$2,260	\$2,550	134%
Total Other Costs	\$270,012	\$317,584	\$320,733	\$334,595	\$318,434	\$385,182	115%
Total Expenses	\$743,515	\$704,488	\$720,353	\$772,225	\$680,418	\$843,510	109%
Total Income (Loss)	\$49,111	(\$82,293)	\$217	\$33,657	\$32,065	(\$128,165)	-381%
Other Income/Expense							
Ed Baker Bequest	\$28,759	\$0	\$0	\$0	\$0	\$30,000	
Marianne Wells Bequest				\$0	\$0	\$25,000	
Net Income (Loss)	\$77,870	(\$82,293)	\$217	\$33,657	\$32,065	(\$73,165)	-217%

RESIST, INC.
Budget 2011 - 1st Draft

	2007	2008	2009	2010 Budget	2010 11/30/10	2011 Budget	Change
Income							
Internal Mailings							
Pledges	154,284	140,008	140,338	155,341	120,767	155,000	100%
Newsletter	37,883	42,725	49,871	56,605	30,129	56,500	100%
ABC/House mailings	176,900	198,548	187,359	218,125	99,783	200,120	92%
Total Internal Mailings	369,067	381,280	377,568	430,071	250,679	411,620	96%
Prospecting	62,166	58,955	45,107	56,871	32,461	60,450	106%
Special Contributions							
Bequests	0	44,862	51,227	120,000	250,611	35,000	29%
Board Fundraising	1,834	900	100	2,000	0	600	30%
E-Fundraising Campaigns	0	0	0	100	325	600	600%
Employer Matching Grants	341	740	293	400	164	300	75%
Foundations	0	2,000	22,000	15,000	2,000	10,000	67%
Major Donors	0	0	0	0	143,359	115,000	#DIV/0!
Unsolicited	198,285	155,745	177,524	159,265	381	45,000	28%
Baker Memorial Fund	0	0	0	0	0	1,000	#DIV/0!
Holmes Memorial Fund	150	150	150	150	75	75	50%
Kurtz Memorial Fund	0	8,625	1,845	1,000	150	500	50%
Total Special Contributions	200,610	213,022	253,139	297,915	397,065	208,075	70%
Special Event Income							
Auction	13,179	200	13,119	0	125	0	#DIV/0!
Advertising	8,976	0	0	0	0	0	#DIV/0!
Corporate Sponsors	2,750	956	1,591	0	0	0	#DIV/0!
Foundation Grants	0	0	0	0	0	0	#DIV/0!
House Parties	0	0	2,486	6,000	3,521	5,000	83%
In-Kind Gifts or Services	2,042	0	0	0	0	0	#DIV/0!
Individual Donors	77,047	185	0	0	0	0	#DIV/0!
Misc Income	720	992	0	0	0	0	#DIV/0!
Organizational Sponsors	1,500	0	0	0	0	0	#DIV/0!
Raffle	0	0	330	500	0	0	0%
Ticket Sales	10,220	0	0	0	0	0	#DIV/0!
Total Special Event Income	116,434	2,333	17,526	6,500	3,646	5,000	77%
Misc. Revenue							
Fiscal Sponsorship Fees	250	167	143	200	293	100	50%
In Kind Goods or Services	202	25	0	0	0	0	#DIV/0!
NWTRCC	4,048	2,909	1,554	1,600	6,744	1,500	94%
Royalties	142	90	76	75	106	100	133%
Merchandise Sales	4,260	1,868	704	1,000	509	1,000	100%
Merchandise Expenses	(1,928)	40	(610)	(750)	(1,614)	(500)	67%
Total Other Revenue	6,974	5,099	1,867	2,125	6,037	2,200	104%
Investment Income							
Dividends and Interest	16,262	15,619	5,026	7,500	3,420	5,000	67%
Total Investment Income	16,262	15,619	5,026	7,500	3,420	5,000	67%
Realized Gain (Loss)	530	(4,896)	(9,521)	0	853	1,000	#DIV/0!
Unrealized Gain (Loss)	5,644	(49,275)	29,857	5,000	18,323	22,000	440%
Total Income	777,687	622,138	720,571	805,982	712,483	715,345	89%

RESIST, INC.
Budget 2011 - 1st Draft

Expense	2007	2008	2009	2010 Budget	2010 YTD	2011 Budget	Change
Internal Mailing Costs							
Pledge Program							
Printing	1,713	1,460	2,175	2,300	1,820	2,500	109%
Postage	1,607	1,771	1,484	1,675	2,174	1,750	104%
Mailhouse	1,540	2,099	2,295	2,600	2,306	2,700	104%
Consultant	0	0	1,755	0	0	0	#DIV/0!
Total Pledge Program	4,860	5,330	7,709	6,575	6,300	6,950	106%
ABC/House Mailings							
Printing	4,779	6,654	8,273	9,500	5,046	10,228	108%
Postage	5,908	4,337	4,554	6,000	6,371	6,600	110%
Mailhouse	4,491	3,286	9,892	10,250	3,325	10,600	103%
Consultant	6,355	8,424	13,688	12,000	10,893	12,500	104%
Total ABC/House Mailings	21,533	22,701	36,408	37,750	25,635	39,928	106%
Total Internal Mailing Costs	26,393	28,031	44,116	44,325	31,935	46,878	106%
Prospect Mailing Costs							
Printing	20,883	15,825	15,472	16,000	17,095	16,000	100%
Postage	23,893	16,200	17,404	16,500	17,286	16,500	100%
Mailhouse	10,315	6,682	6,201	7,000	3,566	7,000	100%
Consultants	12,580	6,096	5,115	8,000	5,000	8,000	100%
Photos and Graphics	570	840	1,010	1,000	1,030	1,000	100%
List Rentals	7,752	4,659	6,415	6,000	3,128	6,000	100%
Total Prospect Mailing Costs	75,992	50,301	51,617	54,500	47,105	54,500	100%
Major Donor Costs							
Printing	0	0	0	0	0	75	#DIV/0!
Postage	0	0	0	0	0	75	#DIV/0!
Consultants	0	0	0	0	300	0	#DIV/0!
Total Major Donor Costs	0	0	0	0	300	150	#DIV/0!
Special Events							
Anniversary Events	20,631	(900)	0	0	0	0	#DIV/0!
Auction	0	0	2,053	0	0	0	#DIV/0!
Consultant	8,901	0	0	0	0	0	#DIV/0!
House Parties	0	0	60	500	155	300	60%
Printing	4,914	0	0	0	0	100	#DIV/0!
Postage	3,248	0	913	0	0	100	#DIV/0!
Mailhouse	846	0	0	0	0	0	#DIV/0!
Total Special Events	38,540	(900)	3,027	500	155	500	100%
Misc. Fundraising Costs							
Administrative Fees	0	993	162	300	28	175	58%
Books and Subscriptions	1,350	1,619	0	1,800	3,097	2,000	111%
Equipment Rental & Maintenance	0	0	0	150	104	150	100%
Printing	60	60	0	100	626	750	750%
Postage	1,090	1,395	2,100	1,400	1,478	1,750	125%
Supplies	0	77	109	75	87	75	100%
Promo Merchandise	(791)	0	329	500	0	500	100%
Travel and Meetings	0	0	0	200	189	400	200%
Misc. Costs	0	0	160	0	0	0	#DIV/0!
Total Misc. Fundraising Costs	1,709	4,144	2,860	4,525	5,609	5,800	128%
Communications Program							
Newsletter Costs							
Printing	20,190	20,932	18,613	18,500	15,281	19,000	103%
Postage	8,142	9,030	8,789	10,000	10,820	11,000	110%
Mailhouse	5,403	6,333	8,326	8,500	6,090	8,500	100%
Consultants	252	785	350	3,000	184	3,000	100%
Photos and Graphics	50	200	190	300	334	500	167%
Total Newsletter Costs	34,037	37,280	36,268	40,300	32,709	42,000	104%
Website & Internet	1,224	1,482	1,570	8,500	6,189	2,500	29%
Total Communications Program	35,262	38,761	37,838	48,800	38,897	44,500	91%

RESIST, INC.
Budget 2011 - 1st Draft

	2007	2008	2009 YTD	2010 Budget	2010 YTD	2011 Budget	Change
Grants Program							
Grant Allocations							
General Support Grants	229,550	175,000	204,000	200,000	157,500	220,000	110%
Multi-Year Grants	54,000	81,000	36,000	60,000	51,000	60,000	100%
Emergency Grants	0	0	1,000	1,000	5,000	5,000	500%
Technical Assistance Grants	4,500	3,990	4,000	6,000	8,500	6,500	108%
Accessibility Grants	5,000	2,000	5,700	5,000	4,300	5,000	100%
NWTRCC Grants	3,591	3,334	1,343	3,000	5,857	2,000	67%
Baker Memorial Grant	0	0	0	500	0	500	100%
Holmes Memorial Grant	0	0	500	500	0	500	100%
Kurtz Memorial Grant	0	0	500	500	0	500	100%
Salzman Memorial Grant	0	0	3,000	3,000	0	500	17%
Total Grant Allocations	296,641	265,324	256,043	279,500	232,157	300,500	108%
Equipment Rental	0	0	2,605	2,700	2,159	2,700	100%
Library	0	106	29	30	0	30	100%
Membership and Dues	0	0	0	0	0	0	#DIV/0!
Printing	2,113	1,777	728	1,500	658	850	57%
Postage	597	977	757	1,000	441	800	80%
Travel and Meetings	0	0	0	0	2,566	1,120	#DIV/0!
Total Grants Program	299,351	268,184	260,162	284,730	237,982	306,000	107%
Personnel							
Employee Salaries	149,737	177,738	171,120	171,690	145,311	173,331	101%
Payroll Taxes	12,009	14,989	14,765	14,763	12,301	14,733	100%
Pension Plan Match	5,959	7,303	6,736	6,867	5,813	6,933	101%
Health Insurance	24,285	31,381	39,810	43,000	50,610	84,000	195%
Workers Compensation	806	(17)	142	775	403	775	100%
Staff Development	0	2,012	613	610	200	500	82%
Total Personnel	192,796	233,406	233,186	237,705	214,638	280,273	118%
General and Administrative							
Advertising and Outreach	1,035	2,240	1,780	2,000	2,725	2,000	100%
Books & Subscriptions	0	0	0	180	179	250	139%
Depreciation and Amortization	1,904	0	1,034	2,000	0	2,000	100%
Donated Materials and Supplies	2,042	0	0	0	0	0	#DIV/0!
Dues, Fees and Fines							
Bank & Credit Card Fees	2,847	3,183	5,065	6,000	5,835	6,500	108%
Dues	0	0	125	200	0	200	100%
Finance Charges	13	87	221	250	174	250	100%
Fines	0	0	0	0	90	0	#DIV/0!
Late Fees	237	351	505	300	287	250	83%
Total Dues, Fees and Fines	3,097	3,620	5,916	6,750	6,386	7,200	107%
Equipment Rental & Maintenance	1,210	2,810	1,323	1,500	2,009	2,200	147%
Filing Fees - State	0	2,817	3,395	3,800	3,154	3,800	100%
Insurance							
Computer	22	89	0	0	0	0	#DIV/0!
Director and Officers	2,225	2,596	2,225	2,300	2,225	2,400	104%
Liability	1,379	67	218	1,500	572	750	50%
Property	879	890	964	975	987	1,000	103%
Total Insurance	4,505	3,642	3,407	4,775	3,784	4,150	87%
Minor Office Equipment	1,718	(460)	712	1,000	3,657	1,000	100%
Occupancy expenses							
Rent	39,150	39,150	40,838	42,750	37,950	44,865	105%
Repairs and Maintenance	0	0	0	250	0	250	100%
Utilities	3,510	3,683	3,171	3,750	3,333	3,800	101%
Sub Lease (rent)	(16,200)	(14,850)	(16,875)	(17,640)	(15,675)	(18,486)	105%
Sub Lease (utilities)	(1,444)	(1,137)	(1,027)	(1,500)	(1,414)	(1,520)	101%
Total Occupancy expenses	25,015	26,846	26,107	27,610	24,194	28,909	105%
Printing & Copying	1,181	1,990	1,010	1,150	194	400	35%

RESIST, INC.
Budget 2011 - 1st Draft

	2007	2008	2009	2010 Budget	2010 YTD	2011 Budget	Change
Postage, Shipping, Delivery							
US Post Office	1,177	1,697	516	750	549	850	113%
Postage Due/BRE Costs	2,738	4,587	3,811	4,000	3,225	4,250	106%
Total Postage, Shipping, Delivery	3,914	6,284	4,327	4,750	3,775	5,100	107%
Professional Fees							
Accounting	11,813	21,620	20,200	22,000	19,094	24,000	109%
Brokerage fees	2,432	1,376	1,810	1,900	892	1,500	79%
Consultant	520	0	90	0	5,515	500	#DIV/0!
Temporary Help	3,006	410	6,016	2,575	16,895	5,000	194%
Total Professional Fees	17,770	23,406	28,116	26,475	42,396	31,000	117%
Supplies	3,343	3,651	4,870	3,500	3,672	3,750	107%
Telephone	2,552	2,488	2,621	2,750	2,225	2,750	100%
Travel & Meeting Expenses							
Conference & Meeting Fees	132	545	0	100	1,438	300	
Meals & Food	537	485	319	350	883	300	86%
Travel	837	648	379	6,300	864	4,000	63%
Total Travel & Meeting Expenses	1,507	1,678	698	6,750	3,185	4,600	68%
Total General and Administrative	70,792	81,012	85,317	94,990	101,536	99,109	104%
Taxes	2,125	(265)	0	0	0	0	#DIV/0!
Board Expense							
Postage	2	0	46	50	9	50	100%
Travel	1,416	1,097	1,685	1,350	1,636	1,850	137%
Food	397	287	500	500	615	650	130%
Total Board Expense	1,815	1,385	2,230	1,900	2,260	2,550	134%
Total Expense	742,649	704,325	720,353	771,975	680,417	840,110	109%
Net Ordinary Income	35,038	(82,187)	219	34,007	32,067	(124,765)	-367%
Receivable Income/Transfer	28,759	0	0	0	0	55,000	#DIV/0!
Net Income	63,797	(82,187)	219	34,007	32,067	(69,765)	-205%

REGIST

2010 Payroll Calculations

[illegible]

RESIST
Communications Budget
2011

	2007	2008	2009	2010 YTD	2010 Budget	2011 Budget
Income						
Newsletter	37,883	42,725	49,871	26,973	55,000	56,500
Expense						
Newsletter Costs						
Printing	20,190	20,932	18,613	15,281	18,500	15,200
Postage	8,142	9,030	8,789	9,378	10,000	9,000
Mailhouse	5,403	6,333	8,326	6,090	8,500	8,500
Consultants	252	785	350	184	3,000	2,700
Photos and Graphics	50	200	190	334	300	400
Total Newsletter Costs	34,037	37,280	36,268	31,267	40,300	35,800
Website & Internet	1,224	1,482	1,570	3,169	8,500	3,500
Total Communications Program	35,261	38,761	37,838	34,436	48,800	39,300
Net Income/Expense	2,622	3,963	12,033	(7,463)	6,200	17,200

Notes on Expenses:

1. Overall, Newsletter expenses should be down next year. In a mailing list purge over the summer, almost 3,000 people were removed from the newsletter mailing list. These were people who had not given in the last three years and did not respond to an insert question in the Newsletter about remaining on the mailing list. This will reduce printing, postage and mailhouse costs for 2010 as well as 2011. There were two 12-page issues in 2010 (Jan/Feb and Mar/Apr) and the plan is the same for 2011.
2. Consultants contains \$2,700 from what the board set aside for website/communications work in 2010. This is intended to hire a consultant to assist in shaping RESIST's messaging.
3. Website contains \$1,800 left over from the \$7,000 the board set aside for the website redesign in 2010. This will be used to continue ironing out kinks and creating features on the new site.

RESIST

Fundraising Income and Expenses

	2007	2008	12/31/09	2009 Budget	+/- 2009 Budget	2010 Budget	YTD 11/15/10	2011 Budget
Income								
Internal Mailings								
Pledges	154,284	140,008	140,338	147,000	(6,662)	155,341	115,000	155,000
Newsletter	37,883	42,725	49,871	52,000	(2,129)	56,605	26,814	56,000
ABC/House mailings	176,900	198,548	187,565	200,000	(12,435)	218,125	93,425	200,120
Total Internal Mailings	369,067	381,280	377,774	399,000	(21,226)	430,071	235,239	411,120
Prospecting	62,166	58,955	45,107	48,000	(2,893)	56,871	30,286	60,450
Special Contributions								
Bequests	0	44,862	51,227	0	51,227	120,000	250,611	35,000
Board Fundraising	1,834	900	100	5,000	(4,900)	2,000	0	250
E-Fundraising Campaigns	0	0	0	0	0	0	325	600
Employer Matching Grants	341	740	293	600	(307)	400	164	300
Foundations	0	2,000	22,000	3,500	18,500	15,000	2,000	10,000
Major Donors	0	0	0	0	0	108,500	110,344	115,000
Unsolicited	197,685	155,745	177,524	155,500	22,024	50,765	1,181	45,000
Holmes Memorial Fund	0	150	150	150	0	150	75	75
Kurtz Memorial Fund	150	8,625	1,845	1,850	(5)	1,000	50	500
Total Special Contributions	200,010	213,022	253,139	166,600	86,539	297,815	364,750	206,725
Special Event Income								
Auction	13,179	200	13,119	10,000	3,119	0	125	0
Advertising	8,976	0	0	0	0	0	3,496	0
Corporate Sponsors	2,750	956	1,591	0	1,591	0	0	0
Foundation Grants	0	0	0	0	0	0	0	0
House Parties	0	0	2,486	2,000	486	6,000	0	4,000
In-Kind Gifts or Services	2,042	0	0	0	0	0	0	0
Individual Donors	77,047	185	0	0	0	0	0	0
Misc Income	720	992	0	450	(450)	0	0	0
Organizational Sponsors	1,500	0	0	0	0	0	0	0
Raffle	0	0	330	300	30	500	0	0
Ticket Sales	10,220	0	0	0	0	0	0	0
Total Special Event Income	116,434	2,333	17,526	12,750	4,776	6,500	3,621	4,000
Other Revenue								
Fiscal Sponsorship Fees	250	167	143	200	(57)	200	5	100
In kind Goods or Services	0	25	0	0	0	0	0	0
NWTRCC	4,048	2,909	1,554	1,525	29	1600	6,482	1,500
Royalties	142	90	76	75	1	75	106	100
Merchandise Sales	4,260	1,868	638	1,250	(612)	1000	497	1,000
Merchandise Expenses	(1,928)	40	(2,667)	(750)	(1,917)	(750.00)	(1,614)	(500)
Total Other Revenue	6,772	5,099	(256)	2,300	(2,556)	2,125	5,476	2,200
Total Income	754,449	660,690	693,291	628,650	64,641	793,382	639,372	684,495

RESIST

Fundraising Income and Expenses

Expense									
Internal Mailing Costs									
Pledge Program									
Printing	1,713	1,460	2,175	1,750	425	2,300	1,750	2,500	
Postage	1,607	1,771	1,484	1,675	(191)	1,675	2,039	1,750	
Mailhouse	1,540	2,099	2,295	2,285	10	2,600	2,066	2,700	
Consultant	0	0	1,755	0	1,755	0	0	0	
Total Pledge Program	4,860	5,330	7,709	5,710	1,999	6,575	5,855	6,950	
ABC/House Mailings									
Printing	4,779	6,654	7,800	6,400	1,400	9,500	5,046	10,228	
Postage	5,908	4,337	4,554	3,750	804	6,000	3,535	6,600	
Mailhouse	4,491	3,286	9,892	5,600	4,292	10,250	3,325	10,600	
Consultant	6,355	8,424	13,688	9,250	4,438	12,000	10,893	12,500	
Total ABC/House Mailings	21,533	22,701	35,934	25,000	10,934	37,750	22,799	39,928	
Total Internal Mailing Costs	26,393	28,031	43,643	30,710	12,933	44,325	28,654	46,878	
Prospect Mailing Costs									
Printing	20,883	15,825	15,472	14,138	1,334	16,000	8,961	16,000	
Postage	23,893	16,200	17,404	14,572	2,832	16,500	17,286	16,500	
Mailhouse	10,315	6,682	6,201	6,003	198	7,000	3,466	7,000	
Consultants	12,580	6,096	5,115	5,438	(323)	8,000	2,500	8,000	
Photos and Graphics	570	840	1,010	783	227	1,000	450	1,000	
List Rentals	7,752	4,659	6,415	4,133	2,282	6,000	3,128	6,000	
Total Prospect Mailing Costs	75,992	50,301	51,617	45,067	6,550	54,500	35,791	54,500	
Special Events									
Advertising	0	0	0	0	0	0	0	0	
Anniversary Events	20,631	(900)	0	0	0	0	0	0	
Auction	0	0	2,053	0	2,053	0	0	0	
Consultants	8,901	0	0	0	0	0	0	0	
House Parties	4,914	0	60	500	(440)	500	155	300	
Mailhouse	3,248	0	0	0	0	0	0	0	
Printing	846	0	0	0	0	0	0	100	
Postage	0	0	913	0	913	0	0	100	
Total Special Events	38,540	(900)	3,026	500	2,526	500	155	500	
Misc. Fundraising Costs									
Administrative Fees	0	993	162	600	(438)	300	21	250	
Promo T-shirts	(791)	0	0	500	(500)	500	0	0	
Misc. Costs	0	0	160	0	160	0	394	0	
Thank You Cards									
Printing	60	60	0	100	(100)	100	625	0	
Postage	1,090	1,395	2,100	1,400	700	1,400	1,305	0	
Purchase	0	77	0	75	(75)	75	87	0	
Total Thank You Cards	1,150	1,533	2,100	1,575	525	1,575	2,017	0	
Total Misc. Fundraising Costs	359	2,526	2,422	2,675	(253)	2,375	2,432	250	
Total Expense	141,283	79,958	100,708	78,952	21,756	101,700	67,032	102,128	
Net Ordinary Income	613,166	580,732	592,583	549,698	42,885	691,682	572,340	582,367	

**Grant Projections
2011**

2007 - 2009 Average				
	Grants	%	Allocation	%
\$500	15	12%	\$7,233	3%
\$1,000	14	11%	\$14,167	5%
\$1,500	15	12%	\$21,833	8%
\$2,000	26	20%	\$52,200	19%
\$2,500	7	5%	\$17,233	6%
\$3,000	52	40%	\$156,300	58%
	129	100%	\$268,966	100%
Increase Projections				
	Grants	%	Allocation	%
\$500	16	12%	\$8,318	3%
\$1,000	16	12%	\$16,292	5%
\$1,500	16	12%	\$25,108	8%
\$2,000	30	23%	\$60,030	19%
\$3,000	10	8%	\$19,818	6%
\$4,000	44	33%	\$179,745	58%
	132	100%	\$309,311	100%

Fundraising Income Appendix

For 2010 so far, the renewal and acquisition mailing returns are on target for what we anticipated per mailing.

The **March Renewal** outperformed our expectations by almost 1% donor return (9.47% over 8.45%) and \$2,000 in revenue.

The returns from the **June Renewal** are still coming in. Based on the return rate of the June renewal last year, we are ahead in income by \$1,000 and behind in donors by 70.

The returns from the **September Renewal** are also still coming in. Based on the return rate of the September renewal last year, we are ahead in income by \$2,500 and donors by 44.

The **March Acquisition** outperformed our expectations by nearly 7K and .19% return.

Our anticipated income from the **Spring Major Donor Fund Drive** was a 5K and 5% increase from the giving of the same pool of donors last year. So far we have had a 12K increase. Results are still coming from the **Fall Fund Drive**, and will throughout year-end.

Campaign	Period 1 Jan 2010 through Nov 2010			Period 2 Jan 2009 through Nov 2009			% Change		
	Donors	Total	Average	Donors	Total	Average	Donors	Total	Average
ABC House Mailing	1460	\$92,904.12	\$56.44	1403	\$90,889.77	\$54.92	4%	2%	3%
Email Campaign	17	\$1,025.00	\$56.94	0	\$0.00		0%		
Estate	1	\$610.93	\$610.93	3	\$51,227.45	\$12,806.86	-67%	-99%	-95%
Event	21	\$3,815.00	\$181.67	37	\$2,794.00	\$73.53	-43%	37%	147%
Major Donor	26	\$98,448.77	\$3,281.63	0	\$0.00		0%		
Newsletter	555	\$25,507.04	\$36.18	515	\$37,784.00	\$57.69	8%	-32%	-37%
None	14	\$9,278.74	\$386.61	51	\$73,151.46	\$1,199.20	-73%	-87%	-68%
Pledge	479	\$108,010.29	\$50.71	460	\$104,574.29	\$53.27	4%	3%	-5%
Prospect	762	\$29,795.75	\$38.75	617	\$21,137.56	\$34.04	24%	41%	14%
	3083	\$369,395.64	\$69.12	2877	\$381,558.53	\$76.36	7%	-3%	-9%

Assessing Online Presence of Grantees

Drafted December 1, 2010 by Kohei

The web has become an indispensable resource and tool for uniting communities, sharing information, building a sense of community, and expanding an organization's public relations capacity. Its also being used to amplify campaigns and increase pressure on targets.

Rather than view a strong online presence as criteria for funding, we should be viewing it as one of many factors that increase an organization's overall power and effectiveness. Even if an organization does not have a website or a facebook, if they do not have any online presence or just a small one, it could mean that they have not made much impact – no news articles, no blog posts, no impact on people and their online communications.

There are several ways to assess an organization's online presence.

1. Overall Online Presence

Run a google search of the organization's name or brand (slogan). See how many links come up on the first page. Second, we can run other searches which contextualize that organization within their field and geographic scope, which will give us a more nuanced portrait of their online presence. For the first context search, type in the organization's name and their field (such as "PrYSM" and "Youth Organizing"), and again see how many relevant links appear on the first page. For the second context search, type in the organization's name and their geographic area ("PrYSM" and "Rhode Island").

Note: Googling will assess how well that organization has used 'search engine optimization' or meta-data, its an easy way to assess one's overall online presence on the world wide web.

2. Assess their website

- does their website have homepage coherence – as in do you understand what they do?
- Is it Clear (easy to understand), Loveable (will some viewers love this website), Fresh (is the content new and updated)
- Are their names and photos of the people who make up the organization?
- Are their Social Media icons on the website
- Are their blogs on the website that enable viewers to contribute
 - i. Is their blog fresh?
 - ii. Is there a steady stream of content and discussion?
 - iii. How good are the posts?
 - iv. Are their links?
 - v. Is there community? (interaction, back-and-forth with people, etc.)

3. Assessing their use of Social Networking

We will assess their use of two social networking sites – Twitter and Facebook – for each, follow step # 2, i – v

- Twitter
- Facebook

Recommendation: Create a simple worksheet of check-lists – or a rating system – that takes about 5-10 minutes to assess one organization. A general rubric will yield a score, indicating an organization's online presence. One to two board members or staff can be assigned to conduct an online assessment for each grant making session to contribute to the discussion.

From: Cynthia Bargar <cbargar@gis.net>
Subject: [RESISTboard] TIAA-Cref Campaign-Jewish Voice for Peace
Date: December 4, 2010 7:00:40 PM EST
To: Board - RESIST <board@resistinc.org>



Hi Everyone,

This is a campaign that local JVP activists would like us to put in a plug for in the newsletter. Marla Erlie just sent me this. Christy - I know she spoke with you about this and I thought I would forward this message so we can perhaps fit it in for a brief discussion tomorrow.

See y'all in the a.m.

Cynthia

----- Forwarded message -----

From: **Marla Erlie** <merlie@comcast.net>
Date: Sat, Dec 4, 2010 at 1:45 PM
Subject: Tiaa-cref Campaign/Resist

Cynthia,

Here's an explanation of the Tiaa-cref initiative. Also, as you may know, the counter movement from mainstream Jewish organizations is huge. 6 million dollars was donated to develop Zionist student groups to counter Student groups for Justice and equality re Israel/Palestine. They now come to all our events, have disrupted meetings, and in Oakland, 2 people were pepper sprayed. Don't know what your daughter is getting in Chicago. Thanks for your help. Marla

The Campaign

Tiaa-Cref is the largest retirement fund in the US and also manages 11 major funds for families who are saving for their children's college costs.

The campaign calls for a two-pronged divestment strategy from a select group of companies that violate international law as they profit from the Israeli occupation of Palestinian land and function to legitimize the illegal settlements in the occupied territories. First is that Tiaa-Cref's Socially Responsible Fund must immediately divest its interest in companies like Caterpillar which provides the basic bulldozer used to level Palestinian homes and orchards in the territories and E. Jerusalem as well as leveling Bedouin villages in the Negev inside the '48 borders. Second is the call for tiaa-cref to divest from 5 targeted companies:

TIAA-CREF funds include holdings in the following firms that supply the Israeli military and support illegal Jewish settlements:

- Northrop Grumman (parts for Apache Helicopters and radar for F-16 combat aircraft and Hellfire II Missiles)
- Caterpillar (armored D9 bulldozers that demolish Palestinian homes, mosques, orchards, Bedouin villages in the Negev inside '48 borders)
- Veolia (operates bus services on Israeli-only roads within the territories; contracted to operate a light rail system linking Jerusalem to the settlements)
- Elbit (drones outfitted with missiles responsible for horrific casualties in the 2006 Lebanon war and the 2008-2009 Gaza Cast Lead operation)
- Motorola (telecommunication equipment for the Israeli military; surveillance systems around settlements; checkpoints restricting the movement of Palestinians)

who has Tiaa-Cref? Many universities, hospitals/medical institutions, non-profits like Oxfam, Amnesty International, Human Rights Watch, and churches like the Unitarians nationally just switched to tiaa-cref.

The Organizing: Jewish Voice for Peace initiated the strategy and has been joined by Palestinian and other organizations. There are groups in about 20 cities and growing. We need to get the word out to progressives in the institutions that use Tiaa-cref and communities mobilized around other issues. The US Social Forum focused on building connections and coalitions that are multi-issue, expanding our base as we all fight for social and economic justice, democracy, human rights, etc.

Thus Resist was one of the groups that came up as being a link between many different organizing efforts and having donors that work in institutions that may have Tiaa-cref.

PROPOSED RESIST Board Meetings

2010

Deadline	Meeting	Cycle Weeks	Alternate
December 3, 2010	February 6, 2011	9	February 13, 2011
February 4, 2011	April 3, 2011	8	April 10, 2011
April 1, 2011	June 5, 2011	9	June 12, 2011
June 3, 2011	August 7, 2011	9	August 14, 2011
August 5, 2011	October 2, 2011	8	October 16, 2011
September 30, 2011	December 4, 2011	9	December 11, 2011
A Few Other Dates of Note			
Lunar New Year	2/3/11		
Super Bowl Sunday	2/6/11		
Cambodian New Year	4/13/2011 - 4/15/2011		
Palm Sunday	4/17/11		
Passover	4/18/2010 - sundown		
Easter	4/24/10		
Vesak	5/10/11		
Asalha Puja	7/15/11		
Ramadan	8/1/11		
Eid al-Fitr	8/30/11		
Rosh Hashonah	9/28/2011 - sundown		
Yom Kippur	10/7/2011 - sundown		
Columbus Day	10/10/11		
Diwali	10/26/11		
Eid-al-Adha	11/6/11		
Bodhi Day	12/8/11		
Hanukkah	12/21/11		
Kwanzaa	12/26/11		

Resist Acquisition History.xls

Month	Year	Mail qty	Cost	PerPc	Resp	Income	% Resp	Av Gift	CPDR	Cost/Donor	Control	Test	Winner
Nov	2001	40,641	\$26,382	\$0.65	522	\$19,832	1.28%	\$37.99	\$1.33	\$50.54		sticker	none
Mar	2002	49,771	\$21,670	\$0.44	481		0.97%			\$45.05		none	
Nov	2002	41,850	\$19,267	\$0.46	443		1.06%			\$43.49		none	
TOTAL		91,621	\$40,937	\$0.45	924								
Nov	2003	43,110	\$20,802	\$0.48	329		0.76%			\$63.23		none	
TOTAL													
Mar	2004	50,035	\$21,463	\$0.43								survey	control
Nov	2004	51,304	\$22,928	\$0.45	660?		1.29%			\$34.74		no teaser	none?
TOTAL		101,339	\$44,391	\$0.44									
Nov	2005	50,083	\$23,105	\$0.46	485	\$15,379	0.97%	\$31.71	\$1.50	\$47.64		add'l grant sheet	none
TOTAL													
Mar	2006	47,167	\$23,506	\$0.50	293	\$7,087	0.62%	\$24.19	\$3.32	\$80.23		check pkg	control
Nov	2006	53,226	\$22,365	\$0.42	701	\$24,952	1.32%	\$35.59	\$0.90	\$31.90	\$20/30/40	\$25/35/50	none
TOTAL		100,393	\$45,871	\$0.46	994	\$32,039	0.99%	\$32.23	\$1.43	\$46.15			
Mar	2007	54,923	\$22,598	\$0.41	633	\$18,533	1.15%	\$29.28	\$1.22	\$35.70	\$20/30/40	\$15/25/50	control
Nov	2007	60,711	\$30,988	\$0.51	462	\$14,869	0.76%	\$32.18	\$2.08	\$67.07	cntrl (#10)	'es We Can Goliath lette	new
Sep	2007	44,063	\$18,568	\$0.42	519	\$17,268	1.18%	\$33.27	\$1.08	\$35.78	cntrl (#10)	#7 3/4	control
TOTAL		159,697	\$72,154	\$0.45	1614	\$50,670	1.01%	\$31.39	\$1.42	\$44.71			
Mar	2008	52,193	\$23,459	\$0.45	788	\$24,513	1.51%	\$31.11	\$0.96	\$29.77	We Can Goliath I	OGE/ K Pollitt quote	inconclusv
Sep	2008	54,324	\$26,767	\$0.49	503	\$18,027	0.93%	\$35.84	\$1.48	\$53.21	K Pollitt Goliath I	OGE/ Con.Prin. Outr.Actio	control
TOTAL		106,517	\$50,226	\$0.47	1291	\$42,540	1.21%	\$32.95	\$1.18	\$38.90			
Mar	2009	51,712	\$23,700	\$0.46	600	\$20,032	1.16%	\$33.39	\$1.18	\$39.50	control insert	x to Friends Like You" ins	control
Nov	2009	60,898	\$26,619	\$0.44	730	\$28,058	1.20%	\$38.44	\$0.95	\$36.46	K Pollitt	Orig/Are You...?	control
TOTAL		112,610	\$50,319	\$0.45	1330	\$48,090	1.18%	\$36.16	\$1.05	\$37.83			
Mar	2010	56,669	25,268	\$0.45	680	\$26,435	1.20%	\$38.88	\$0.96	\$37.16	control ins	test ins & grant buck	none
Nov	2010												
TOTAL													

Resist Renewals history by appeal date

Appeal	Year	MailQty	#Gifts	%Resp	\$Income	Av Gift\$	\$Expense	CP\$R	Cost/M
Total ABC	2001	13,818	1,510	10.93%	\$108,768	\$72.03	\$10,321	\$0.09	\$747
Total ABC	2002	18,121	1,910	10.54%	\$129,014	\$67.55	\$10,648	\$0.08	\$588
Total ABC	2003	20,590	1,844	8.96%	\$133,482	\$72.39	\$13,234	\$0.10	\$643
Total ABC	2004	20,209	1,549	7.66%	\$144,215	\$93.10			
Total ABC	2005				\$160,034				
#1 March	2006	5,362	588	10.97%	\$37,981	\$64.59			
#1 March	2007	6,830	630	9.22%	\$36,222	\$57.50			
#1 March	2008	5,776	596	10.32%	\$33,520	\$56.24	\$6,938	\$0.21	\$1,201
#1 March	2009	6,405	578	9.02%	\$29,757	\$51.48	\$6,992	\$0.23	\$1,092
#1 March	2010	6,897	653	9.47%	\$35,301	\$54.06	\$7,745	\$0.22	\$1,123
#2 Jun/Jul	2006	5,590	412	7.37%	\$27,352	\$66.39			
#2 Jun/Jul	2007	6,630	497	7.00%	\$26,789	\$53.90			
#2 Jun/Jul	2008	6,194	473	7.64%	\$25,930	\$54.82	\$6,749	\$0.26	\$1,090
#2 Jun/Jul	2009	6,314	640	10.14%	\$38,054	\$59.46	\$6,442	\$0.17	\$1,020
#2 Jun/Jul	2010	6,913	471	6.81%	\$26,860	\$57.03	\$6,171	\$0.23	\$893
#3 Sept	2006	5,819	599	10.29%	\$46,088	\$76.94			
#3 Sept	2007	6,586	538	8.17%	\$47,866	\$88.97			
#3 Sept	2008	6,714	645	9.61%	\$48,166	\$74.68	\$7,629	\$0.16	\$1,136
#3 Sept	2009	6,508	504	7.74%	\$37,244	\$73.90	\$7,600	\$0.20	\$1,168
#3 Sept	2010	6,246	289	4.63%	\$16,181	\$55.99	\$6,584	\$0.41	\$1,054
#4 Dec	2006	5,989	723	12.07%	\$80,106	\$110.80			
#4 Dec	2007	7,188	737	10.25%	\$67,796	\$91.99			
#4 Dec	2008	7,674	759	9.89%	\$79,831	\$105.18	\$7,601	\$0.10	\$990
#4 Dec	2009	7,000	671	9.59%	\$76,374	\$113.82	\$7,747	\$0.10	\$1,107
#4 Dec/est	2010								

as of 11/4/10

My grantee story?
ask for

**RESIST, Inc.
Board Attendance
2010**

	February	April	June	August	October	December	Totals
Cynthia Bargar	1	0	1	0	1	1	4
Jennifer Bonardi	1	0	1	1	1	0	4
Melissa Carino	1	0	1	0	0	1	3
Robin Carton	1	1	1	0	1	1	5
Miabi Chatterji	1	1	1	0	1	1	5
Diana Digges	1	0	1	0	1	1	4
Warren Goldstein-Gelb	1	1	1	1	1	0	5
Becca Howes-Mischel	1	1	1	0	1	1	5
Kohei Ishihara	1	1	1	0	1	1	5
Ravi Khana	1	0	1	1	0	1	4
Kay Mathew	1	1	0	0	1	1	4
Malika McCray	1	1	0	1	1		4
Yafreisy Mejia	1		1	1	1	1	5
Marc Miller	0	1	1	1	1	1	5
Jim O'Brien	1	1	0	1	1	1	5
Christy Pardew	1	1	1	0	1	1	5
Dimple Rana	1	0	1	0	0	1	3
Carol Schachet	1	0	0	1	1	1	4
Ragini Shah	1	1	1	1	1	1	6
Sarath Suong	0	1	1	0	1	0	3
Camilo Viveiros	1	0	0	0	0	0	1
Jen Willsea	1	0	1	0	1	0	3
Total	20	12	17	9	18	16	92
On Leave							
Left Board							

Present: Cynthia Bargar, Yafriesy Mejia, Ragini Shah

1. Update on outreach

- Ravi spoke with Brian Corr of Cambridge Peace Commission: honored to be invited to join RESIST Board, but has to decline for now. He is on a couple of boards already and did not feel he could take on additional commitments for now. He would like us to keep him in mind next time around.
- Yafriesy spoke with Catherine and she declined. Putting energies into job search.
- Ragini has call into Carmen re her interest.
- Catherine's friend, Srin Chakravorty, is interested in being involved with Resist – Board or volunteer. We have her resume.
- Yafriesy will ask Melissa to contact the young women whose names she submitted to gauge their interest

2. Resist Board diversity

Ragini will contact the four people who did not fill in the diversity sheet to complete our internal assessment. She will bring to the Board meeting for further discussion.

3. Race/class training workshop

Yafriesy suggested we have a Board workshop on race and class with an outside trainer/facilitator. Cynthia and Ragini agree this would be a good thing for the Board. We will discuss at the Board meeting.

4. Youth on our Board

As we do our outreach and have names of young people under the age of 21, we need to have a Board discussion on what concrete steps we would want and need to take to make sure that this would be a successful venture. For Board discussion.

Finance Comm. Meeting

11.8.10

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

1. Finance Statements/Narrative

See attached Statements and Narrative.

Yafreisy presented the financial statements for the period ending September, 30th. At this moment in time we are doing very well. While internal mailings are reporting being under by \$28,142 we think that they are within tolerable limits given that we're still receiving income from the last ABC and Prospect drops.

Jim asked if there was a way to better allocate numbers across months so that the discrepancy between actual and YTD budget numbers could reconcile more.

Robin said that right now the way she allocates numbers across months is to take a look at the past three years, and then allocate across months depending on what the trend has been. Most of the work is our best guess work, since we can't really control when folks send in monies.

Yafreisy added that after their meeting with Meredith, Robin went back and looked at some of the weighting in Quickbooks and cleaned some of it up.

Becca noted that we had pledge income as being \$1,723 lower, when it's actually higher. Yafreisy will make the change in the narrative.

Becca is wondering if there's a reason why we're under by \$6,174 in prospecting since we've been doing so well in the past.

Robin notes that if we take into account by how much we've under spent (\$4,345) in the prospect line item. The difference is really about 2k and that is actually really good.

Becca and Robin suggest changing the language in the narrative under fundraising cost. Robin and Malika met with Nancy and were able to see that the reason why we've under spent by about \$10,000 is because we overcalculated the number of prospect donors to be fed into the renewal program, thus sending fewer pieces of mail out.

Robin and Nancy plan on sending an additional end of the year letter to donors as a way to use the extra monies in fundraising cost that have not been spent, a proven strategy for boosting year-end response rates.

Yafreisy will make the necessary changes in the narrative.

Malika did some research on how much we spend per dollar raised and how we match to the national non-profit average. Resist spends \$.16 per dollar raised and the national

average for non-profits is about \$.20 per dollar raised. Small groups tend to spend more, not less than that on FR.

Becca had a couple of questions on our general administrative costs. In general she feels that the narrative should take into account where we have saved money, where we have not and whether these are trends that we should look out for the next year as we budget. The comm. discussed the personnel line items in particular health insurance and salaries. Robin will draft an email and send to the executive comm. and then have them turn it around to the personnel comm. in order for Resist to start a discussion about the direction of these line items, in particular as we're in the middle of the Director of Development transition. (see email draft)

Jim asked by how much our health insurance cost will be over at the end of the year. Yafreisy and Robin estimate it will go over by about \$3,000 (\$46,000 actual vs. 43,000 in annual budget).

2. Fundraising Report

See attached report and fundraising addendum

Renewal mailing is coming in at the same rate as last year. Last year we received a \$50,000 bequest that we did not receive this year, however we are not under by that amount.

Although Malika has not researched this, she thinks that NL might be down due to donors giving under the Major Donor category. She will try to look at this further in her fundraising addendum to the finance narrative.

Robin, reminds the comm. that numbers will look different next year as we get better at breaking out Major Donors out of other categories.

Becca is interested in seeing how our donors are trending. Are smaller donors maintaining their giving level, but then are larger donors more volatile? And what does that mean?

Malika agrees and thinks that can be done as an end of year look-back, particularly looking back at how Resist donors are upgrading. She has looked into attrition, retention and upgrade rates and Resist matches the recommended percentages. Malika mentioned that Nancy keeps records on upgrading, cost per dollar raised and other trends and that these resources will still be available for Resist after Malika is gone. Additionally she'll be leaving information in her transition notes about the database reports that she typically runs for finance & board meetings..

Malika gave a short report on some of what's going on during her transition. She will finish the Fall Fund Drive and all year-end appeals before she goes, which is where we get most of our revenue. She listed the things that she won't be able to get to, but thinks the finance comm. should keep in its radar.

1. 1-2 end of year house parties. Malika reported that Cynthia approached her about volunteering to doing one. Some one else will need to follow-up with her.
2. Malika and Christy discussed not doing an end of year e-fundraising campaign. The spring campaign was successful and it raised the total annual income goals for the e-fundraising line item. Malika had planned reaching 500 donors who have given over a 20 year span and starting talks with them about planned giving, a project that has long-term benefits and doesn't necessarily boost year-end giving trends

The comm. proposed that doing some sort of e-fundraising campaign towards the end of the year, even if it's just a small simple blip from Christy would be good.

3. Budget

Yafreisy will email committees chairs about sending/finishing their budget sheets. The committees we're targeting are grants, fundraising, personnel, and communications.

Robin will try to do a budget draft by Monday November 15th.

Becca reported that the E.C. committee talked about budget/finance training. Yafreisy will talk to Meredith and tell her the comm. is looking for something at the February board meeting preferably.

Next meeting will be Dec. 2nd at 9am

Meeting adjourned.

RESIST Fundraising Committee Meeting 11-17, 2010: Malika, Diana, Melissa

- 1) Major Donor campaigns: Results from Spring campaign coming in and are showing \$10-12,000 increase over last year. Fall Campaign still in the works.
- 2) RESIST's fundraising costs are still substantially lower than typical for the field. For each dollar raised, we spent 16 cents. The national average is 20 cents. For small organizations, such as RESIST, the cost is usually much higher. On the one hand, this is great. On the other hand, if we want to move the organization forward, do we want to make some changes, in terms of investments? Personnel additions/job description shifts/structural (as in line item) dedication to staff development and Resist "getting out into the world" -- engaging with our grantees, donors and peers in different regions. Implications for Search Committee, as well as Finance Committee and Board.
- 3) Search Committee for new Director of Development. Consider the task analysis Malika did, showing, roughly, a 40%-plus amount of time spent on database and admin. Do we want to tweak the job to be more in line with standard development jobs? Although we hired two people to replace Carol (one part-time), the dollar investment was the same. Do we want to change that, as we move to another dev director?
- 4) Malika has reached out to other organizations to see how they handle five issues: bequests, how to engage board and staff in fundraising, gift entry and acknowledgment, strategic plan to establish fundraising priorities, calculation of cost per dollar raised.
- 5) General discussion about how best to turn donors into activists and informal advisors for RESIST. This also might be a way to engage the Board more in fundraising. People like different tasks: major donor calls, letter/note-writing, approaching donors with particular skills to donate their expertise to a grantee in their area, etc.

**Grant Committee
Minutes
11/10/10**

Present: Miabi Chatterji, Jen Willsea, Camilo Viveiros, Robin Carton (minutes)

1. Weeding

At this moment we have 27 groups in the grant cycle. This is a total request of \$49,000. The allocation for this cycle is approximately \$52,700. 4 groups are multi-year renewals (\$12,000), 1 group received a TA grant (\$500) and 1 group received an emergency grant (\$500). 9 groups were weeded out at this meeting (*see attached*).

2. On-Line Trainings Update

Buzz temporarily stopped doing training but is interested in re-starting in 2011.

Current ideas on the table for new training include: another training for rural activists; advanced training for people who completed the first round; Service to organizing- how to cross the barrier (how to build a base with service provision to take the next step to organizing); and the potential for training in Spanish.

New collaborations for training: Hawaii People's Fund, McKenzie River Gathering, Highlander, Western States Center, Northwest Federation of Community Organizations

There was a suggestion that RESIST might host issue-based forums- first for grantees with similar issues and then as broader collaborations.

3. Board Training/Reminders about Grant Program Standards

The Committee had decided previously to send out short e-mail blurbs on various aspects of grantmaking that seemed to arise at Board meetings. There are three topics the Committee will look at first:

1. How to do an analysis of a grant applicant's budget

how do people look at issues;
what raises red flags;
impact of a surplus or deficit;
what are majority of expenditures,
what kind of income streams;
other key issues that scan budget for.

2. How to interpret an organization's reproductive rights/abortion positions

New CCHD requirements;
does the work actually crossover with reproductive health concerns;
different ways organizations approach issue;
do groups understand it is broader than abortion
language from the "yes, but" letter;
sample language from groups themselves;
bring the NL issue re: organizational approaches to reproductive rights;;
NARAL and under-resourced groups- why RESIST some times gives them a break

3. The role of geography in grant awards

effect of culture/religion in an area,
population density,
geographic spread;
access to funds;
what level of a break to give- based on current analysis

Additional Areas to discuss

- seed money
- organizing vs. service
- white ally groups
- accessibility grants
- faith-based groups
- peace and justice centers/center-based organizations
- lobbying/legislative groups
- media/arts, including publications and events

4. New Grant Initiative

the Committee discussed ways to implement the \$4,000 grant awards as voted by Board at October meeting

- this analysis is based upon the fact that the Board will be confident in RESIST's ability to raise the base budget given the turnover in Malika's position;
- the cost of covering any increased spending will include an additional \$30,000 per year for five years from the Ed Baker bequest;

Proposal: In order to implement the new \$4,000 grant, the Board would replace the current \$3,000 maximum award with \$4,000 without adding any additional requirements to receive the maximum amount. In addition, the Committee proposes that the minimum grant amount that the Board could award for a general support grant would be \$1,000.

5. Parking Lot

Look at Giving Patterns: Geography, Category, Outreach (including via internet)

Immigration analysis is in process

6. Next Meeting

Wednesday, January 12 at 11:00 am

**December 2010
Grant Committee
Screening Decisions**

1. Marcellus Protest

c/o P.O. Box 1080, Washington, PA 15301 David Meieran 412/999-0649 www.marcellusprotest.org
emergency funding to defray expenses related to a demonstration at the Developing Unconventional Gas Conference where protestors will oppose the destruction that will be caused by drilling in the Marcellus Shale.

Decision: No

Comments: Not an emergency.

2. Media Island International

816 Adams Street, SE, Olympia, WA 98501 Bruce Wilkinson 360/352-8526 www.mediaisland.org
to bring attention to under reported news and world events with a focus on radical organizing and direct action education campaigns.

Decision: No

Comments: Started in 1984. Seems to have evolved into a community center with a low power fm community radio station. Are currently looking at how "Media Island the organization is different from Media Island the info-shop and community center." Still have file cabinets as a "finger tip" database. Act as a hub and spin off projects as they become autonomous. Not a sophisticated answer to #11. No information on collaborations in response to question 11.

3. Meiklejohn Civil Liberties Institute

P.O. Box 673, Berkeley, CA 94704 George Lippman 510/848-0599 www.mcli.org
to use Constitutional and international law to promote human rights within the United States.

Decision: No

Comments: Mainly a newsletter. Most connections with lawyers or legal rights groups. Not clear where organizing happens. Majority white. FY09 \$2,000 loss on a \$42,000 budget. 2010 projecting a \$102,000 budget doubling individual contributions and a new \$40,000 in grant funding- but no concrete plans on how to raise the money. Answers to #11 not impressive.

4. People for Community Recovery

13116 South Ellis Avenue, Chicago, IL 60827 Cheryl Johnson 773/840-4618 www.peopleforcommunityrecovery.org
to enhance the quality of life of low-income residents affected by environmental pollution through education, advocacy and economic development.

Decision: No

Comments: Important issue but a very mainstream group. Projects and programs are mostly service.

5. Progressive Communicators Network

to strengthen the communication skills of grassroots movements working for justice to get their message across via traditional and new media.

Decision: No

Comments: More of a hub or training entity. Put on conferences and training sessions. While not strictly organizing work, the media focus is absolutely key for movement building. Come back with better proposal that articulates organizing link.

6. Sahngnoksoo

125 Warren Avenue, #A, Seattle, WA 98109 Sunny Kim 206/651-5042 www.sahngnoksoo.org
for a Seattle-based organization of Koreans and Korean-Americans to create change through collective learning, collaboration, solidarity and organizing.

Decision: No

Comments: Has potential but currently is mainly a string of events. Application is confusing. Need to clarify if Freedom School is separate from work of Sahngnoksoo. Ask them to re-submit application looking at overall work of the organization.

7. Serve the People

P.O. Box 381573, Miami, FL 33238 LaRhonda Odom 305/722-7307 www.myservethepeople.org
to make housing a human right through direct action campaigns to move families into vacant government owned and foreclosed homes and to defend families facing eviction from the same.

Decision: No

Comments: Answers to Q.#11 are limited in scope. Lots of service. No real details about how they are going to implement their work.

8. Servicio de Educacion Basica

941 Intervale Avenue, 1st Floor, Bronx, NY 10459 Lucia Solano 347/202-8498 lumineju@yahoo.com
to educate students in a holistic way which addresses the socio-psychological, economic and political interpretations of the oppressions they face.

Decision: No

Comments: English-language courses, GED classes, computer classes, citizenship classes, arts workshop, karate class. No organizing. Seems Board members, staff and volunteers are all the same people. Mostly service now. Come back if move to organizing.

9. The Assembly to End Poverty

205 W. Monroe, #500, Chicago, IL 60606 Elizabeth Deligio 312/641-5151 eininn@gmail.com
for a trans-local, national organization committed to visioning a U.S. without poverty.

Decision: No

Comments: Just formed after US Social Forum in June. Have not addressed issues in #11 yet. Collaborations: "We have too many partners to name for the space in the grant." No attachment with list. Very thin application. Most references are not people directly affected or groups with people directly affected in staff positions.

Subject: Re: Robin's Job Contact List

From: Marc Miller <marc@fortpointtheatrechannel.org>

Date: Tue, 21 Dec 2010 20:19:20 -0500

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

CC: Kay Mathew <kay.mathew1@gmail.com>, Cynthia Bargar <cbargar@gis.net>, Melissa Carino <melissa@resistinc.org>, Carol Schachet <carols3b@gmail.com>

Here are my somewhat sketchy notes from today.

Marc

Hiring Committee Notes, December 21, 2010

Phone meeting attended by: Melissa, Kay, Carol, Robin, Cynthia, and Marc

Kay prepared a "macro agenda" of the big questions. Postponed for now.

Asked: Do Malika's exit interview or the Assessment consultant's work affect what we do? Answer: not for now. We need to get the word out soon, and we know these are the tasks to be done. The job description (as opposed to the job announcement) can be modified later.

Discussed the job description distributed. It has the right tasks. Kay will do a draft revision based on the comments:

- Remove salary amount
- Add: Applications will be accepted until the job is filled
- Rewrite first paragraph to be more inviting and more clear that we are a leftie group and seek diversity on the staff.

Cynthia sent us a sample solicitation letter prepared by the Bridgespan Group as an model for how to describe one's organization in a job announcement. Marc suggested we look at Resist materials to draw upon, such as the Web site and brochures.

We will revise the job description, aiming at a final 12/30, then ideally Christie can give it a quick design when she returns to give a PDF that all board members can distribute widely. Robin will post it to a list she has and other places suggested.

There may be board members who apply. We will wait until Jan. 8 to hear about that and then discuss what to do next before doing posting outside Resist. Internal candidates should contact Kay.

Next meeting is January 7 at noon by phone. All to send agenda items to Kay.

Places to post notice, sent by Robin and Carol:

ACT-MA

Grassroots Fundraising Journal

Mission-Based-Massachusetts@yahoogroups.com

Chronicle of Philanthropy (online version still costs \$\$, but not as much as print)

National Organizers Alliance: <http://www.noacentral.org/page.php?id=89>

Associated Grantmakers: <http://www.agmconnect.org/jobs/>

Council on Foundations: <http://www.cof.org/programsandservices/jobs>

Craig's List: <http://boston.craigslist.org/>

Idealist: <http://www.idealists.org>

IMDiversity: <http://jobsearch.imdiversity.com/>

NLADA: <http://www.nlada.org/Jobs>

Nonprofit Jobs Collaborative: <http://www.nonprofitjobscoop.org>

Nonprofit Oyster: <http://careers.nonprofitoyster.com>

Philanthropy Careers: <http://philanthropy.com/jobs/>

PND Job Corner: <http://fdncenter.org/pnd/jobs/>

Hi Ravi and Melissa:

Good to speak with you - here is a draft of our committee responsibilities based on the document Ravi sent us and our conversation this morning. Please take a look at it and edit/change or okay (for the Board meeting).

Kay

The Personnel Committee is responsible for the following tasks:

- review and modify (when needed) personnel policies
- oversee staff development
- develop and lead annual staff evaluations
- serve as liaison between staff and Board of Directors
- facilitate grievances
- coordinate orientation and training of new staff.
- work with current staff members to assess on-going staffing needs of the organization.

Notes from Resist Personnel Committee meeting November 3, 2010 (Ravi, Kay and Melissa):

Melissa reported back on conversation with Christy – staff retreats not happening as planned. Pers. Comm recommends that in the future staff hold the retreats even if all are not available to attend.

Discussed data entry – no recommendation but general consensus that we should monitor time spent and consider hiring a pt person to do just data entry, depending on need. We don't want to see the Dev. Dir's time become mainly data entry task. Committee members think that our database would not be in danger if we were to hire someone from "outside" to do data entry. It happens everyday at all kinds of organizations.

We discussed transition scenario working towards Malika's leaving on the 19th and will recommend to the EC that Resist offer a 20-hour position as Interim Dir. Of Dev. to Melissa; and that she start at the Resist office, working with Malika as soon as Monday November 8, 2010. The financial implications were considered and the committee decided it is worth the additional cost(s). Kay will send an email to Myabi.

Because it appears that there is not going to be a Board retreat in the near future, we will "take back" our list of topics developed out of the staff evaluation process [which we had recommended be discussed at a Board retreat] and work on them as the pers. Comm. for the coming several months.

Exit interview for Malika: Comm members discussed the importance/benefits of conducting an exit interview with Malika. Ravi will take the lead and make a time with Malika before the 19th to meet with her. Pers. Comm. feels this is important to the organization, Malika and for the committee's work.

The search: we will recommend to the EC and the Board that an ad hoc search committee be formed made up of one EC member, one PC member, one staff member and between one and two other Board members. we also recommend that the ad hoc committee develop a job posting based on the job description, Malika's exit interview – i.e. her feedback on the current position's responsibilities, staff ideas and assessment of data entry needs. [We further recommend however that the job posting reflect the existing Director of Development position as much as possible and that we not change the description or nature of the position dramatically]. We would recommend that this committee be formed (if possible) before the next Board meeting in December to be able to report to the Board at that time. We recommend the search committee develop a work plan based on a timeline for three months. Kay will send an email to Myabi.

Next Pers. Comm. Meeting is at the end of November – Tuesday the 30th at 6:00 PM.

Ravi's Exit Interview with Malika
11/11/2010

Malika is very appreciative that RESIST was willing to take a risk hiring her for the position. She appreciates having had the opportunity to fulfill a position that she loved. She learned a lot and feels supported by many in the organization. She cares very much about the RESIST and its mission.

While some people feel her decision to leave was abrupt, she worked at RESIST for 3 years, which is a good period of time. She is leaving in part due to her own staff development goals, i.e. working with a fundraising team and doing more donor relationship work.

Here is some constructive feedback she offered PESIST:

- She believes that there is a need for an organization-wide discussion and agreement on shared vision for organizational growth. She found it challenging to work toward fundraising goals without a strategic plan.
- She believes that the collective structure does not provide for clear boundaries between different people's jobs. On this and other matters, staff is not always able to negotiate to resolve issues/disagreements among themselves. It might be helpful to have someone from the outside facilitate a discussion on: decision making and resolving issues/disagreements in a collective workplace.
- There needs to be a better structure/process for discussing organizational change. The process needs to help people come to a collective agreement and then work together to implement the change. The staff has difficulty negotiating organizational change on their own.
- One of the questions that need to be decided is: Does the organization want to remain the same size or does it want to grow? While there seems to be agreement around the need for the organization to increase grant sizes, which requires raising more money. There isn't agreement on how we go about raising more money. Fundraising is about change, you need to change the way you do things. Ways in which RESIST has raised funds might not be the best way to raise money in the future.
- She came into a new position; part of her job was to develop the job: create a major donor program, planned giving, etc. She was promised staff development support. She does not feel she received that support. Expanding RESIST's development program meant trying new things. However, some feel that ways RESIST had been raising funds had sustained the organization so far. Not everyone was comfortable with the new fundraising ideas or felt that things needed to change.

Also, there were times when people on the Development Committee (which included Malika) would make a decision to proceed in a certain direction. When Malika

reported those decisions to the staff, there would be some disagreement on staff, which created some tensions. It would be helpful to clarify the role of Committees within RESIST's structure.

- She thinks there needs to be more clarity about the job and support provided to the new person coming in. She thinks we need to invest in hiring someone with development experience to hit the ground running with our new programs; it is a simple matter of need as we plan to raise and sustain the grant award over the next several years.



Melissa Carino <mmcarino@gmail.com>

Dec 10 Personnel Committee Notes

melissa <mmcarino@gmail.com>

Tue, Dec 14, 2010 at 4:09 PM

To: Kay Mathew <kaymathew@juno.com>, Ravi Khanna <ravikhanna@igc.org>, Dimple Rana <dimple.scorpio@gmail.com>

Cc: melissa carino <mmcarino@gmail.com>

Hey Personnel Committee!

Please find my notes from Friday's Personnel Committee Call, which includes a list of responsibilities and next steps. Please reply all for any revisions needed.

Thanks & hope you're all well,
~melissa

Personnel Committee Meeting December 10, 2010

On Call: Kay, Ravi, Dimple, Melissa (minutes)

Agenda:

- Check-ins
- Sending Notes to Board (minutes are kept in an office binder)
- Moving forward with organizational assessment
- Search Committee: job description, internal hire?
- Personnel Policies: health insurance proposal written up & other policies? i.e. accountability
- Committee Presentations at Board Meeting: use practice of Board-only time more often
- Next Steps & Next Meeting

Key Points:

- **Check-ins** - We addressed the importance of us checking in with our assigned staff member on a monthly basis in order to provide support when/if needed. Personnel Committee will, in turn, meet once a month even if it's just a brief check-in on/for staff.
- **Organizational Assessment** - We agreed to try and secure a consultant by early January 2011. Plan is to still have consultant present findings and recommendations to the Board at our February Board meeting. Based on our December Board meeting, the Board wants the assessment to include:
 - Assessment of current staff job positions, tasks, and structure
 - Interview staff individually and collectively (former staff too: Malika, Catherine, Carol, Becca)
 - Meet with Board representatives (conference call?)
 - Provide written findings and recommendations

Personnel Committee would like to provide an overview to the assessor before conducting the assessment.

- **Search Committee** - This committee is made up of Melissa, Kay, Robin, Marc, and Cynthia. Carol & Yafreisy will participate as much as they can. Melissa will initiate the committee by scheduling our first meeting and sending out exit interview notes/job descriptions. The Committee will discuss the process of updating job description(s) as well as an internal hiring policy/process, especially since we know at least 1 Board member interested in working at RESIST.
- **Personnel Policies** - The Personnel Committee determined that we don't have all the information (budgetary, resources, etc) to develop a change in personnel policies, especially the one dealing with health insurance premiums. We will touch base with the Finance Committee regarding this matter.

This is the current personnel policy on health insurance premiums:

RESIST will pay 100% of the health insurance premiums, either individual or family, for each permanent employee whose normal schedule is 20 hours per week or more. Currently, RESIST staff members receive Tufts Health Plan benefits. If a staff member declines the Tufts Health Plan in favor of another one, RESIST will pay up to an equivalent amount to the other program. RESIST will offer coverage for domestic partners as part of a family plan. RESIST will pay prorated health insurance premiums as part of the group plan for RESIST permanent staff members who work fewer than 20 hours per week as their normal schedule. The Personnel Committee recommends changes in health care coverage to the Board for a vote.

The Committee agreed to review this policy as well as others (accountability? grievance? hiring process?) during our next meeting/call.

- **Committee Presentations at Board Meeting** - We agreed that checking in (with no staff) at Board meetings can be very helpful. Our new process will be transparent in that we will announce when we need to meet without staff ideally before Board meeting begins. In the case the Committee does not need to meet with non-staff Board members only, we will also ask the Board and Staff if they would also like the opportunity to meet with non-staff Board members.

Tasks/Responsibilities:

- Send minutes and exit interview to Board - Kay
- Monthly Check-ins with staff - ALL (Kay with Robin, Ravi with Christy, Dimple with Yafreisy, Melissa with all staff in office)
- Follow-up with Assessment Consultants in order to secure someone by early January - Ravi (Cynthia & Erica, Donna Johnson); Kay (Carol & Jamie); and Dimple (knows someone)
- Check with Becca/Finance Committee in regards to budget and personnel policies (i.e. health insurance)
- Initiate Search Committee work - Melissa

Next Meeting: Wednesday, January 5th, 2011 at 6pm

To Discuss: *Personnel Policies (health insurance, grievance/accountability)*

Staff Meeting

Re: hiring, personnel

November 3, 2010

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

Malika has started drafting an extensive manual for her replacement, and we looked over that.

We contacted three Board members about filling in as the interim Development Director: Dimple, Diana and Melisa. Dimple and Diana are not available.

Melissa has come back to us with a proposal. She could start November 8 working 20 hours per week. (She would continue working 20 hours per week for FNTG until that job ends on December 31, at which point she'll start looking for another job.) She would need to earn the equivalent of what she earns at FNTG, which is \$52,000/yr.

Could we have her commit to staying through the second week of January? That is when the year-end data entry work tapers off. Robin wonders if she may have flexibility to work a few more hours every now and then.

Robin would like to see us take the one thoughtful step as a staff and board that we have a conversation about what we want this position to look like before we hire our next person.

Robin will email Kay to let her know a couple of things we've been thinking about. Melissa had asked Malika to let the personnel committee know what came out of our staff meeting today.

Unfortunately we did not contact the Board to ask for more names of potential interim development directors, and if we move on that now, we are looking at another week delay (and Malika is only here until November 19, two and a half weeks from now).

If she can commit to the second week of January, with the two weeks in January being full-time, let's go for it. We might get lucky and get her for longer.

We are all OK with the salary request.

Next steps:

Malika will call Melissa back to check in about her committing to the second week of January. Robin is emailing Kay with information about what the staff has been talking about.

If Melissa can't commit to staying through the second week of January, Malika will let us know right away.

Budget

Robin printed out a budget for us to start using for 2011 budgeting with year-end numbers for 2007, 2008, 2009 and YTD for 2010. We are doing well financially. Yafreisy gave us a rundown on the financial narrative.

Staff Meeting

November 29, 2010

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

AGENDA

Check-ins
Board Meeting & Grants
Finance Committee & Budget
Fundraising
Communications
Office
Personnel

BOARD MEETING

Robin will bring bagels. Melissa will get the coffee. Yafreisy will pick up fruit and juice. Yafreisy will ask Cathy for her space. Robin will check for paper goods. Christy will vacuum. Whoever's here on Friday can wipe down surfaces.

Christy can email Cynthia and Kay today to make sure they know they're on food. Christy will also email Miabi with a reminder about sending out the agenda, and will also make sure she gets in touch with Yafreisy and other facilitators/notetakers soon.

Create a guideline for future facilitators of political discussions? Give people a document about facilitation that includes information on how to wrap up the conversation, reflect what they've heard and offer next steps? Robin's suggestion is that the EC, when they contact people about facilitating the political discussion, add to their email that as facilitator they should also work to wrap up the discussion and offer any next steps.

Robin will send out an email checking on Board attendance.

R & R UPDATE

Brian Corr and Catherine Joseph both declined joining the Board now. R & R then talked about approaching the young folks Melissa had recommended, but Yafreisy would like to have a conversation at the Board level about what it means for us to bring on younger folks to the Board. (And some folks on the Board who filled out the Board diversity charts crossed out "Under 21" and wrote "Under 25," challenging how we are classifying youth.)

GRANTS

We have two grants for February so far. We'll probably get a bunch by the end of the week. There still hasn't been a final decision from the Board about when the \$4,000 grants will be implemented. The Grants Committee is working on 12 blurbs that explain some of RESIST's history and our internal processes around grantmaking. Robin is hoping to restart online trainings with new year. May start with a rural training.

FINANCE COMMITTEE

The Committee will meet this week to look at draft budget numbers. They will present the draft budget at this Sunday's Board meeting. Robin thinks the money coming in is a little slow, but the mailing just dropped. A little worry that there was a merge/purge issue at our mailhouse with this recent mailing -- Robin's noticed a couple who've come in who should not have received the prospect mailing.

PERSONNEL

We have a search committee: Robin, Cynthia, Kay, Marc, Melissa -- and Carol and Yafreisy will jump in as they are available. The Search Committee will start working on creating a new Development Director job description. But the Personnel Committee is thinking that it might benefit the organization to do an organizational assessment before we hire. An outside person would meet with each staffperson individually and then together. At the February Board meeting, we'd pull the whole Board into the conversation

Robin likes the idea of getting a sense of where the organizational need is, rather than jumping to the substitution. The one question she would ask back is how much the Committee looked to spend and where it would come from. They're hoping they could get someone to volunteer their time. They want to hold off on the organizational strategic planning process until we've hired a new Development Director so that person can be part of the process. Ravi and Kay are looking up consultants to get a feel and some prices.

Robin has some concerns about cost. Christy and Yafreisy have concerns about timing and how long we'd go without a Development Director. Melissa noted that some of the search committee's work would not have to wait until the February board meeting.

Yafreisy wonders why the Personnel Committee has been thinking about the assessment. Melissa says they are working to try to figure out the capacity of the organization, its needs and how to fill the gaps that exist.

Robin is working with Nancy Greenhouse on the mailings going forward from here, so the spring prospect and spring ABC mailings are starting to move forward. Major donor fundraising and house parties, planned giving -- those areas would be the major holes for the organization if we went for long without a development person.

Christy wonders about using money from the Phil Schleimer account. It's there to develop our capacity for raising more money. We've "borrowed" \$45,000 from it, but Robin thinks we have only paid back \$7,000 of it (Robin thinks we talked about paying that back in 5 years). The account has \$250,000 in it. When we received the bequest, the Board voted a whole series of standards about when and how that money could be used. The Board had to vote whether or not we would tap more. We agree that it could make sense to use money from this account to pay for the assessment.

Christy would like to see us work with outside consultants to do the staff evaluation first. Then we'd have something ready to take to the Board for approval at the February meeting, and we'd be able to post the job description and begin accepting applications just after that meeting (hopefully hiring with a start date of April 1 or sooner).

Then after that, a larger organizational evaluation could happen if we want it and there's money and time to move forward. Melissa said the idea from the PC was to move from the evaluation to hiring someone to then continuing to work with an outside person to talk about collective decision-making and organizational structure.

Robin has some vague interest in shifting to doing development work. She is still thinking it through. Melissa will keep us posted with what other thoughts or concerns come up from personnel committee.

BUDGET

We looked over the draft budget that Robin pulled together and came up with some ideas about how to shift numbers around to get us closer to a balanced budget. The Finance Committee has asked the Personnel Committee to look at health insurance costs, and Melissa will follow up with them. Christy will run her communications numbers today, and Robin will play with more numbers tomorrow to get another draft out to us before the Finance Committee meeting.

NEXT MEETING

In this meeting, we did not get to communications or office. We may meet again by phone tomorrow or Wednesday (Christy is not working those days but could be free to meet on the phone during Oz's naptime).

Staff Meeting Minutes

September 22, 2010

Present – the Superhero 5: Catherine, Robin, Yafreisy, Malika and Christy (minutes)

CHECK-INS

GRANTS

Things are on track. Catherine and Yafreisy sent out Board packets (a new way this time – Board members could download them from the website with a password). We're in the midst of reference calls. 31 proposals went to the Board. The reading assignments have been made as well.

FUNDRAISING

We will be receiving \$250,000 from the Ed Baker estate and \$100,000 from the Marianne Wells estate in the coming months. The September renewal mailed a couple of days ago, so we should see that coming in soon. We're near \$100,000 in our major donor category, up quite a bit from last year. Newsletter donations are up 11% over last year at this time. Overall we're in a good place with our finances.

Malika is gearing up for major donor campaign, mostly in October and focused on West Coast donors. She's doing a lot of prep for that right now.

Malika's talked with Kohei about doing a joint house party with him (joint for RESIST and PrYSM) in Providence, probably in December. A donor in Chicago is interested in hosting a house party for us, and so is one in New York. The Chicago donor would like a staffperson to attend. Malkah Feldman worked with a donor in Florida to plan a house party (no staff needed). Last year we set aside \$6,000 for fundraising travel for this year, but we couldn't find it in the line item budget, so Malika needs to sit down with Robin and Yafreisy to look over that.

While she was in the Bay Area, Malika had good meetings with donors and the GIFT Conference was amazing. Very radical and helpful, full of good theory (antiracism, deconstruction of money) and practically helpful as well. The conference also helped her articulate what the grassroots fundraising side of RESIST is all about.

FINANCE

The Committee will meet next week. Meredith will be in this Friday to finish reconciling everything. The Committee looked closely at the first six months of the year. They don't have any recommendations to the Board as far as shifting the budget. We seem to be basically on track. Meredith might be changing how we weight our budget in Quickbooks.

The Finance Committee wants to really gear up for the Three Year Plan. Yafreisy thinks the staff should probably sit down and talk together about the plan and staff resources.

We'll need to move money back from the Morgan Stanley transfer we did in July to cover the checks for the June cycle.

COMMUNICATIONS

The Newsletter went to Red Sun Press this morning. The next issue will be on disability

justice. The Communications Committee will meet next week. The website project is moving along. Christy is still hoping it will be done by the end of the month, but she hasn't been able to get a clear answer out of Dave. She thinks mid-October is more likely.

For the mass emails for this Newsletter, Christy would like to segment our mass email list, sending it the regular way (the whole Newsletter as one email) to half the list and sending it as several separate emails to half the list.

We talked about ordering the RESIST tote bags. Christy needs to send money info to Malika, and she'll email the request to the Finance Committee. We'll sell them for \$14 each.

OFFICE

We had two really good interns who slipped through our fingers. Drat! Julia is still working with us, and she is great. Yafreisy sent around a few applications we've received, and she is working on getting in touch with them.

The A/C doesn't seem to be working, and Paul said he's been up on the roof a couple of times and has noticed that our unit is frozen. We are going to make sure to turn the A/C off overnight. We'll hold off on dealing with the A/C until next year when we'll need it.

We should all make sure our minutes from all our committees are getting in the minute books. Please don't print them on recycled paper.

The server is installed. TCG did a great job. Right now we all have the free version of AVG on our computers, but we'd like to upgrade to the paid network version. TCG also recommended that we buy a backup battery for the server. Yafreisy's going to follow up with them about that. They were able to move all our major programs onto the server except for Sage. Right now we're backing up daily, and on Monday we take the previous Friday's tape offsite. TCG gave us a rundown of how backups should happen.

As an office, our next step is to create a plan for how to move files over to the server and how to organize our files there. And also how to share our backup responsibility. Before she left, Robin created a tree for us with a diagram of how to organize our files on the T drive. Robin will re-send that to us, and we'll all take a look at it as soon as possible and get back to her with suggestions or changes.

Yafreisy will email us all the info she has from TCG. Robin has a lot of duplication in her files and folders. She needs to talk with TCG about that.

Intern and staff computer set-ups: It seems like our best bet is to live with the intern computer we have right now and then next year, replace Robin's computer and move it to the intern desk.

Christy and Robin will trade their chores. Christy will do trash and Robin will do the fridge/food area. Yafreisy then trades trash for vacuuming! Christy now vacuums. Yafreisy will take out the trash. Malika will stick with recycling.

Let's try not to email passwords anymore.

BOARD MEETING

At least 19 Board members will be there! It's on Ragini's birthday, and we'll also be celebrating Miabi's doctorate. Robin will bring fruit. Malika will bring bagels. Christy will bring juice. Yafreisy will bring cofeeee.

SCHEDULES

Malika will go to Los Angeles in October over Columbus Day weekend, and she'll take three days off. Yafreisy's not taking any time off, but in December, Sobeida will go to DR for two weeks, so they'll have some shuffling childcare stuff. Mondays are Robin's pick-up-from-hell day (Healy School, drop off in Somerville, then out to Waltham to pick up the carpool and drop all those kids off at their homes) SOOOOO... she'll be leaving early on Monday afternoons.

NEXT STAFF MEETING

Wednesday, October 13 at 10 AM