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Resist Steering Committee Meeting, June 5, 2011

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RESIST
Board Meeting Minutes
6/5/11

Present: Cynthia Bargar, Robin Carton, Miabi Chatterji, Ravi Khanna, Kay Mathew, Yafreisy Mejia, Marc Miller, Jim O'Brien, Carol Schachet, Camilo Viveiros.

Development Committee:

Circulated a report detailing the various sectors of fundraising and how it is going. We are in good shape.

Finance Committee:

Circulated the audit and the finance narrative (1/11 – 4/11). We are approx \$80K ahead of where we thought we'd be at this time in 2011.

R&R Committee:

There are 2 people for introduction. The committee expresses that they have been working on a handful of people along with Nelson and Greg and hopefully we'll have 1 or 2 more names for August. We each received Greg and Nelson's information.

Decision: We voted both Greg and Nelson onto the Board.

Should we ask Greg to wait until we have another person of color to join? – to stick to our goal of having 2 POC for every white person recruited, as well as the logistical benefits of having 3 people join at once.

We discussed the benefits and drawbacks of asking him to wait, as well as different memories of whether or not the Board had made a goal of inviting people in 'cohorts' of 3 or more.

We decided (by vote, re: Greg) to ask Greg and Nelson to join the Board in October (Nelson can only join in October, and we decided to wait on Greg's start on the Board because we are hoping to have a cohort of 3 new people at once – one white person and one POC).

Question arose: When we ask someone to join the Board and ask them for a 2-year commitment, is that flexible? Answer is yes.

Grants Committee:

Desperately needs people!! It's currently only 2 Board Members (Miabi and Camilo)

Executive Committee:

Becca is stepping down as Treasurer. We need someone on the Board (non-staff) to take her place. Ravi was voted in unanimously as Clerk on the EC.

Communications Committee:

There is discussion to go down to 4 newsletter issues: the Communications Committee, Christy included, would like to go down to 4, even with the new hire perhaps being a full-time position. But the rest of the staff wants to keep it at 6. So the CC is delaying the proposal to go to 4 out of respect for the other staffers' opinions. To be continued.

CC circulated a list of priorities for our review. This is an example of the work plans/priorities sheet that each committee should come up with every 6 months (as decided at April Board meeting).

Personnel Committee:

1. Very much needs another member!! They feel very strongly that the person should be a member of the Board (not the Advisory Board). Very soon the committee will be Ragini, Kay, and Jen Willsea.
2. An ad-hoc committee needs to be formed for the new hire. Cynthia, Christy, and Ravi volunteered – thank you! (Christy until she leaves; Ravi to take over) They plan to work through the summer and then the timeline will form from there.
3. Staff structure and new hire. There are 2 proposals.
 - One proposal is from the staff. They have worked together on this and with the Personnel Committee. This comes from Jaime's assessment and the staff's conversations.
 - One proposal is about changing Christy's old position into a full-time position, reconfigured a bit.

New Hire: the staff, Finance Committee, and Personnel Committee have already all reviewed (and approved) the proposal. Robin, from Finance Committee, discussed how the FC feels that RESIST can afford this. It's frankly a 30-hour job right now, so we'd be asking for 10 more hours a week and a full-time salary. We already pay full benefits for Christy's position, so we wouldn't see an increase in that aspect.

Discussion on the Proposal:

- Is the term 'political education' patronizing?: in that we don't want to make it seem like we presume to educate our grantees on organizing and political thought.
- We want to see the new person get RESIST's name and reputation out into the country more: press and political circles. Hosting events, attending conferences, facilitating conversations, etc.
- There is a hope that we will become more modern in our communications: to really be able to reach out to the newest kinds of activism and organizing. How do we fit ourselves into the contemporary scene of activism?
- We want to be seen as *the asker of questions* and *facilitator of discussions* in the movement (on top of and interacting with the Newsletter). If we have the resources to convene some of those conversations, we should do so, not saying that we are out there to answer the questions. But, do we call that Political Education or just Communication?
- We need to prepare for and *create* a younger donor base. That person can work with Ravi on the kinds of Communications that links most closely with fundraising.

Proposal to increase the Communications Position from 20 hours a week to 40 hours a week was unanimously passed.

Note: PC and Finance Committee is tasked with tackling the issue of what level of salary this job should come with, particularly in relation to Yafreisy's position.

Proposal to make the salary ceiling \$50K passed.

Note: we also expressed a wish that the staff would have a conversation about how many hours people are working versus how many hours they're paid for. We hope that we can get as much information from Christy as possible on how many hours this job really demands and how much she was able to do.

We want to make sure that staffers aren't over-working themselves and not being compensated, out of organizational pressure.

2nd Proposal: Staff, facilitated by Ragini, Robin and Yafreisy came up with a proposal around the Grant Program, to divide responsibilities between Yafreisy and Robin by geography and other tasks more equally/collectively.

New titles:

Robin: Director of Grants Western Region and Finance

Yafreisy: Director of Grants Eastern Region and Accounting

This comes from extensive discussion between Y and R and with PC and other staff. The grant work (everything from talking to references to sending out the "yes, and" or "no, but" type of letters after our Board Meetings) will be split along geography. Y and R are very, very excited about this.

Proposal on Division of Grant Program Positions passed unanimously.

Conclusion of Business Section.

Grant Requests and Awards
June 2011

Organization	Request	Award	Type	Allocation	Special
EPOCA	\$4,000	\$4,000	MY	\$4,000	
Oregon Toxics Alliance	\$4,000	\$4,000	MY	\$4,000	
Sand Mountain Concerned Citizens	\$4,000	\$4,000	MY	\$4,000	Hell Yes
Alliance of South Asians Taking Action	\$4,000	\$2,000	GS	\$2,000	Contingent
Faith Action for Community Equity Maui	\$4,000	\$2,000	GS	\$2,000	
Nodutdol for Korean Community Development	\$4,000	\$4,000	GS	\$4,000	
People's Durham	\$4,000	\$3,000	GS	\$3,000	
Umatilla Morrow Alternatives	\$4,000	\$4,000	GS	\$4,000	
Low-Income Self-Help Center	\$4,000	\$1,500	GS	\$1,500	Yes And
Survivors, Inc.	\$4,000	\$1,500	GS	\$1,500	
WEEL	\$4,000	\$2,000	GS	\$2,000	
Defense Depot	\$4,000	\$3,000	GS	\$3,000	
Kootenai Environmental Alliance	\$4,000	\$2,000	GS	\$2,000	
Silver Valley Community Resource Center	\$4,000	\$1,500	GS	\$1,500	Yes And
Trans Youth Support Network	\$4,000	\$3,500	GS	\$3,500	
Workers' Dignity Project	\$4,000	\$3,000	GS	\$3,000	Yes And
Civilian Soldier Alliance	\$4,000	\$4,000	GS	\$4,000	Hell Yes
Think Outside the Bomb	\$4,000	\$1,000	GS	\$1,000	
Justice Committee	\$4,000	\$4,000	GS	\$4,000	
Brazilian Women's Group	\$4,000	\$2,000	GS	\$2,000	Phone call
GABRIELA – USA	\$4,000	\$1,000	GS	\$1,000	
Fuerza Unida	\$500	\$500	TA	\$500	
South Bay Communities Alliance	\$500	\$500	TA	\$500	
Total	\$85,000	\$58,000		\$58,000	
Cycle Allocation \$56,055					
Defer					
Atlanta Public Sector Alliance					
Freedom Center					
Filipino Migrant Center					
Not Funded					
Adoptee Rights Coalition					
Colorado Committee on Africa and the Caribbean					
Community Vision Council - The Color of Food Project					
Crawford County Restorative Justice					
Education for Liberation Network					
Encuentro Diaspora Afro					
Fannie Lou Hamer Center for Change					
Footprints for Peace					
Highly Flavored					
Houston Interfaith Worker Justice Center					
Independent Progressive Politics Network					
Institute for Tsumanic Justice					
Life Builders United, Inc.					
Manos Unidas Multicultural Educational Coop					
MPOWER					
Neighbor to Neighbor – Lynn					
Newtown Florist Club					
Shalupe Foundation					
Southern Tier Advocacy and Mitigation Project					
Tateyah Topa					
The Steering Committee for the Honor Program					
Vermont Migrant Farmworker Solidarity Project					

**June 2011
Grant Decisions**

Multi-Year Grants

Renewals

- 1. Ex-Prisoners and Prisoners Organizing for Community Advancement (EPOCA)** **\$4,000**
5 Pleasant Street, 3rd Floor, Worcester, MA 01609 Delia Vega 508/410-7676 www.exprisoners.org
for an organization of ex-prisoners, felons, allies and family working for reform of the criminal justice system and to oppose the misuse of CORI information by employers and housing authorities.

Decision: Full

- 2. Oregon Toxics Alliance** **\$4,000**
P.O. Box 1106, Eugene, OR 97440 Lisa Arkin 541/465-8860 www.oregontoxics.org
to expose the root causes of toxic pollution and to help Oregon communities find solutions that protect human and environmental health

Decision: Full

New

- 3. Sand Mountain Concerned Citizens** **\$4,000**
P.O. Box 428, Ider, AL 35981 Wayne Cummins 256/657-6457 wcummins@farmerstel.com
to organize against the growth of the corporate swine industry in densely populated rural areas of Alabama and the surrounding states.

Decision: Full/MY/Hell Yes!

Comments:

They have come a long way since they first applied. References are strong. Yafreisy interviewed Wayne and he was able to speak to their political positions. They have truly moved from an isolated elderly white group to an isolated elderly white group that can work across race and class.

General Support Grants

Community Organizing/ Anti-Racism

- 4. Alliance of South Asians Taking Action (ASATA)** **\$2,000**
17 Walter U Lum Place, San Francisco, CA 94108 Nupur K. Modi 415/274-6750 www.asata.org
to educate, organize and empower South Asian communities to end violence, oppression, racism and exploitation in the Bay Area.

Decision: Partial/*Contingent on references*

Comments:

The group has gone through many phases. They appear to be coming out of a dormant time and are getting re-energized. Diversity chart now fully filled in. Appears to be primarily Hindu and upper middle class. How do issues of class tie in to their organizing and where does outreach occur?

5. Atlanta Public Sector Alliance

Defer

542 Moreland Avenue SE, Atlanta, GA 30316 Terence Courtney 404/401-8817 www.atlantapublicsectoralliance.org
to advocate for workers rights, healthcare, education and transit access.

Decision: *Defer/References*

Comments:

Pulled out of the Jobs with Justice network. Unclear why. Is there union involvement in their campaign- how are they drawing in public sector workers? Given one poor reference- need more information.

6. Education for Liberation Network

39 Hampton Place, Brooklyn, NY 11213 Tara Mack 917/754-2782 www.edliberation.org
for a national collaboration of educators, community activists and researchers to explore the link between education, social justice and activism.

Decision: No

Comments:

No references.

7. Faith Action for Community Equity Maui

\$2,000

25 West Lipoa Street, Kihei, HI 96753 808/782-3674 drewastolfi@facehawaii.org
to build leadership in underrepresented communities and mobilize people of color to advocate for better policies that improve quality of life.

Decision: Partial

Comments:

Have some stable funding. Great references. Bringing people together and able to work cross-issue. Some impact from CCHD funding.

8. Neighbor to Neighbor – Lynn

112 Exchange Street, Lynn, MA 01901 Allison Kennedy 508/615-8964 (cell) www.n2nma.org
to build the political and economic power of working class, multi-racial, and multi-ethnic people and improve the quality of life in their communities.

Decision: Wrong Cycle – Due in August

Comments:

9. Nodutdol for Korean Community Development

\$4,000

53-22 Roosevelt Avenue, 2nd Floor, Woodside, NY 11377 Andy Marra 718/335-0419 www.nodutdol.org
to build a politically active Korean community in New York through campaigns for increased social, economic, and educational justice.

Decision: Full

Comments:

They have an incredible reputation in New York. Great references. Do what they say they will.

10. People's Durham**\$3,000**

P.O. Box 251, Durham, NC 27702 Aiden Graham 919/429-9825 <http://peoplesdurham.wordpress.com>
to increase community control of the public sector and the democratic decision-making power of working class communities of color in Durham.

Decision: Partial

Comments:

Good references. Had a high profile at the US Social Forum. Core group is Freedom Road Socialist Movement. How will they move from ideological to on the ground campaigns? Would be good to have more information about their Advisory Committee and Joint Leadership Council- demographics. Seem to be planning a good mix of individual donations and foundation income.

11. Umatilla Morrow Alternatives**\$4,000**

601 E. Sunset Drive, Hermiston, OR 97838-1943 Frank Roa 541/567-3471 www.umalt.com
to promote equality and to increase the ability of People of Color and GLBT populations to develop leadership and advocate against discrimination.

Decision: Full _____ Partial _____ No _____ Undecided _____ Defer _____

Comments:

Strong references. In a very conservative area.

Economic Justice**12. Low-Income Self-Help Center****\$1,500**

525 W. Alma Avenue, San Jose, CA 95125 Peggy Elwell 408/977-1275 lowincomeselfhelp@sbcglobal.net
to empower, educate and organize the diverse low-income communities of Silicon Valley to fight for economic rights and justice.

Decision: Partial / "Yes And" letter

Comments:

No position on glbtq or reproductive rights. Need to send letter. Board is 2/3 white. Are working to counter attacks on public sector unions.

13. Survivors, Inc.**\$1,000**

95 Standard Street, Mattapan, MA 02126 Dottie Stevens 617/522-7774 www.survivorsinc.org
to empower low-income to advocate for humane welfare policies with a goal of attaining economic and social justice.

Decision: Partial

Comments:

Are visible in Dorchester. Work often flies under the radar of other groups. Common Stream gave them a large grant for an organization of its size. Does not seem to be an organizing project right now. More a leadership development and media project.

14. Working for Equality and Economic Liberation (WEEL)**\$2,000**

32 South Ewing Street, #109, Helena, MT 59601 Mary Caferro 406/495-0497 www.weelempowers.org
to ensure that those most affected by poverty are engaged in eradicating the myths, stereotypes and stigmas applied to low-income people and involved in working for change in policies and practices that affect them.

Decision: Partial

Comments:

Are in a tough place just now. A grant may help them over the hump.

Environmental Justice

15. Defense Depot Of Memphis Tennessee - Concerned Citizens Committee

\$3,000

1000 S Cooper Street, Memphis, TN 38104 Doris Bradshaw 901/726-0008 www.ddmtccc.org
to work for environmental justice in communities contaminated by military waste.

Decision: Partial

Comments:

Very grassroots. References are strong.

16. Kootenai Environmental Alliance

\$2,000

408 Sherman Avenue, #301, Coeur d'Alene, ID 83814 Terry Harris 208/667-9093 www.kealliance.org
to conserve, protect, and restore the environment in Northern Idaho, particularly the Coeur d'Alene basin.

Decision: Partial

Comments:

Not radical, but are in a very conservative area.

17. Silver Valley Community Resource Center

\$1,500

P.O. Box 362, Kellogg, ID 83837 Barbara Miller 208/784-8891 www.silvervalleyaction.com
to educate local residents about the toxic waste found at the Bunker Hill Superfund site and counter the misinformation and harassment generated by local corporations and media who oppose the clean up.

Decision: Partial / "Yes And" letter

Comments:

Barbara is very prickly. She has made connections with some other similar environmental justice groups. Very single issue. Need work on their financial statements.

Gay/Lesbian/Bisexual/Transgender Rights

18. Trans Youth Support Network

\$3,000

P.O. Box 7625, Minneapolis, MN 55407 Katie Burgess 612/363-7574 www.transyouthsupportnetwork.org
to promote racial, social and economic justice for trans youth, with the freedom to self-define gender identity and expression.

Decision: Partial

Comments:

Are in a building phase. Unclear what model will be best for their work. A lot of people of color involved. Have a focus on homelessness and abuse in shelters. The fact that they exist and seem to be going strong is important. Moving toward empowerment and organizing from service.

Health/AIDS/Disability Rights

19. Freedom Center

Defer

P.O. Box 623, Northampton, MA 01061 Lee Hurter 877/677-6424 www.freedom-center.org
to unite people with severe mental illness to organize against psychiatric abuse and oppression and to promote alternatives to mainstream care.

Decision: Defer / References

Comments:

Appear to have had a more activist approach in the past. Most of application discusses service work. Going through a transition now. Good analysis and issue is important. Need more references.

Labor and Employment Rights

20. Filipino Migrant Center

Defer

404 E. Carson Street, Carson, CA 90745 Tony Dorono 310/421-8362 fmcs09@gmail.com
to educate, organize and mobilize low-income Filipinos in Southern California to fight for better working conditions, benefits, and a living wage.

Decision: Defer / References

Comments:

21. Vermont Migrant Farmworker Solidarity Project

P.O. Box 314, Underhill, VT 05489 Brendan O'Neill 802/825-1609 www.vtmfsp.org
to organize migrant farm workers and their allies to build a movement for farm worker and food justice.

Decision: No

Comments:

Unclear why migrant dairy workers and farmworkers are being organized separately. Camilo has been in touch with them. Came out of a documentary attempting to build awareness of migrant farmworker issues in Vermont. Claim they are attempting to organize farmworkers- not just about being an ally and educating allies. No farmworkers in leadership. Unclear have capacity to organize. Encourage them to come back with more clarity around their role.

22. Workers' Dignity Project

\$3,000

2011 Richard Jones Road, #F5, Nashville, TN 37215 Jack Willey 615/679-0794 www.tnimmigrant.org/workers-dignity
to empower low-wage workers to act collectively for economic justice.

Decision: Partial / "Yes And" letter

Comments:

Dealing with wage theft. No conversations regarding positions on race and gender. Unclear if they have an anti-oppression model.

Peace/Anti-Militarism

23. Civilian Soldier Alliance

\$4,000

2638 N. Charles Street, Baltimore, MD 21218 Sergio Espana 240/478-8193 www.civsol.org
to work with veterans and active-duty service members to build a GI resistance movement towards a just foreign policy.

Decision: Full / Hell Yes!

Comments:

Strong references. See military as part of the labor movement. Interweave music and media.

24. Think Outside the Bomb

\$1,000

P.O. Box 508, Chimayo, NM 87522 Lisa Putkey 650/303-1353 www.thinkoutsidethebomb.org
to educate and mobilize young people to actively resist nuclear weapons and power.

Decision: Partial

Comments:

Mixed references. Started with a national focus now more locally focused which is good. Not clear where outreach happens. Take a chance.

Prisoners Rights

25. Crawford County Restorative Justice

P.O. Box 435, Prairie du Chien, WI 53821 Cynthia Thomas 608/326-2407
to use restorative justice practices in a medium security prison in Prairie du Chien.

Decision: No

Comments:

Encourage use of apology letters as part of campaign. Not clear if there is actual organizing or a broad vision of social justice. Do not seem to have any particular analysis. No approach that includes policy work of shifting money from prisons to other needs. Seem to have a disconnect.

26. Justice Committee

\$4,000

P.O. Box 1885, New York, NY 10159 Loyda Colon 212/614-5343 www.thejusticecommittee.org
to build a movement against police violence and systemic racism through community education and direct action.

Decision: Full

Comments:

Are able to analyze police brutality with a broad lens- including lgbtq and homeless issues. Have a broad scope and vision.

27. The Steering Committee for the Honor Program

P.O. Box 1486, Lancaster, CA 93584 Susan Lawrence 661/948-8559 www.prisonhonorprogram.org
to organize prisoners sentenced to a term of life without parole and their allies to end the reliance on this sentence as an alternative to the death penalty and to work for meaningful rehabilitation strategies.

Decision: No

Comments:

Unclear if the work is that of The Steering Committee or The Other Death Penalty Project. The Steering Committee is merely service and reward based. Are these really two separate entities under the Catalyst umbrella? Are there separate analysis? Need more clarity from them.

Women's Rights

28. Brazilian Women's Group

\$2,000

569 Cambridge Street, Allston, MA 02134 Heloisa Maria Galvao 617/787-0557 www.verdeamarelo.org
to promote political and cultural awareness with the goal of developing leadership, empowerment and solidarity among Brazilian women.

Decision: Partial

Comments:

Good references, but still unclear how far they have moved past service and into organizing. E-mail blasts they send out have been around issues of secure communities. Also attended some of the public meetings on secure communities. Yafreisy will call Heloisa and have a conversation with her about this.

29. GABRIELA - USA

\$1,000

404 East Carson Street, Carson, CA 90745 Valerie Francisco 925/726-5768 www.gabusa.org
to struggle for the liberation of all oppressed Filipino women while participating in a broader movement for Filipino rights.

Decision: Partial

Comments:

Alliances and roles are confusing. Where is the local work? Popular education around anti-imperialism, et. al. looks good, but where is the interaction with an analysis of US foreign policy?

Technical Assistance Grants

30. Fuerza Unida

\$500

710 New Laredo Highway, San Antonio, TX 78211 Petra Mata 210/927-2294 www.lafuerzaunida.org
for a technical assistance grant to enable participants in the Summer Youth Leadership program to gain media skills as a means to organizing.

Decision: Full

31. South Bay Communities Alliance

\$500

7385 Highway 188, Coden, AL 36523 Paul Nelson 251/442-5213
to attend the training program Cooperation Works in order gain skills to continue building community among fishing families and maritime communities impacted by Hurricane Katrina and the Gulf oil spill.

Decision: Full

Total Number of Grants:	26 general support grants; 3 multi-year grants; 2 TA grants; 17 not on agenda
Total Amount Requested:	\$117,000
Total Allocation for Cycle:	\$56,055
Total Grants:	\$45,000 general support grants; \$12,000 multi-year grants; \$1,000 TA grants;
Total Allocated:	\$58,000
Total # of Grants Allocated:	18 general support grants; 3 multi-year grants; 2 TA grant; 0 emergency grants
Total # of Grants:	23

Deferred: Atlanta Public Sector Alliance, Filipino Migrant Center , Freedom Center

Hell Yes! Grants: Sand Mountain Concerned Citizens, Civilian-Soldier Alliance

Not on the Agenda

1. Adoptee Rights Coalition

580 McAllister Street, #216, San Francisco, CA 94102 Jimm Mandenberg 415/299-7257 www.adopteerights.net
to end discrimination against adoptees by advocating for the right of access to original birth certificates.

Comments: Very single issue. All white.

2. Colorado Committee on Africa and the Caribbean

5161 Thrill Place, Denver, CO 80207 Annette Walker 303/329-5881 www.tinyurl.com/coloradocommittee
for emergency funding to meet with a representative of the Haitian government and discuss the current situation in Haiti.

Comments: Not an emergency.

3. Community Vision Council - The Color of Food Project

402 W. 145 Street, New York, NY 10031 Natasha Bowens 561/543-8425 natashabowens@gmail.com
to address racial inequities in food access, health and economic opportunity.

Comments: Not clear this group can achieve its goals. May have potential in the future as connections and work are broader than urban gardening.

4. Encuentro Diaspora Afro

P.O. Box 130, Roslindale, MA 02131 Yvette Modestin 617/522-8755 lapolitica@msn.com
to mobilize and empower the Afro-Latino community to look at issues of gender, race and power and how they intersect with the struggle for social, economic and racial justice.

Comments: Continue to focus within a training, policy and empowerment framework. Training and empowerment work appear to fill a void, but still unclear how organizing arises from their focus.

5. Fannie Lou Hamer Center for Change

2981 Lollards Grove Road, Eupora, MS 39744 Cherraye Oats 662/258-4855 cherrayeo_2006@yahoo.com
to train low-income African Americans and Latinos to be social change agents in their communities.

Comments: No organizational budget or financials. Application is very sparse. Seems to be the same as Parents and Youth United for Webster County.

6. Footprints for Peace

1225 North Bend Road, Cincinnati, OH 45224 Marcus Atkinson 513/843-1205 www.footprintsforpeace.org
to use "walking" as a tool to raise public opinion and give folks directly involved a voice.

Comments: Request is for a project. Seems to be mostly a "walk" from the uranium mines in Australia to Hiroshima. Not a US based organizing project.

7. Highly Flavored

P.O. Box 4418, Gary, IN 46404 Valerie Carr 219/938-3318 www.garyfreedomsschool.org
to teach youth life skills and how to advocate for better communities.

Comments: Request is for a youth program. Many areas of the program work are pretty mainstream and service based.

8. Houston Interfaith Worker Justice Center

1805 West Alabama, 2nd Flr., Houston, TX 77098 Laura Boston 713/862-8222 www.hiwj.org
to advocate on behalf of low-wage workers and to enable workers to organize for improved wages and working conditions.

Comments: Get CCHD money. No position on reproductive rights.

9. Independent Progressive Politics Network

P.O. Box 1041, Bloomfield, NJ 07003 George Friday 704/691-3627 ipn@igc.org www.ipn.org
to unite progressive leaders to shape the national dialogue around progressive values and implement strategies to build capacity and leadership.

Comments: Been around since 1995 and still have only a handful of people involved. Convene dialogues- but no organizing.

10. Institute for Tsumanic Justice

1855 3rd Street, NW, Washington, DC 20001 Kwasi Seitu 202/538-3792 www/itj-pdn.yolasite.com
to regenerate mass social movement within and by oppressed black communities and populations to struggle for justice, peace and common prosperity.
Comments: No real change since last application.

11. Life Builders United, Inc.

12331 S. Carpenter Street, Calumet Park, IL 60827 Geraldine Mabry-Smith 773/504-2125 Gsmithlive@yahoo.com
to work with women ex-offenders and their children to build better lives via education and self-empowerment.
Comments: Providing a direct service. Financials are incomplete

12. Manos Unidas Multicultural Educational Coop

75 Howard Street, Pittsfield, MA 01201 Anaelisa Vanegas 413/243-9121 www.unitedmanos.blogspot.com
to work towards equality and justice for Latino, immigrant, youth and lower income community members in the region.
Comments: Founded in 1997. No real information on work after 2008. Proposal refers to having come a long way in the last ten years. Budgets do not make any sense.

13. MPOWER

98 Magazine Street, Boston, MA 02119 Florette Willis 617/297-2030 www.m-power.org
to change the mental health system in Massachusetts through advocacy training, employment opportunities, health and wellness education and community building.
Comments: Lots of service and legislative work.

14. Newtown Florist Club

1064 Desota Street, Gainesville, GA 30501 Faye Bush 770/718-1343 newtown193@charter.net
to combat environmental racism in their local community through different initiatives.
Comments: Not a RESIST grant application. Application not complete. Not sure they need our money. Applied for a project.

15. Shalupe Foundation

89 South Street, Boston, MA 02111 Mireille Tushiminina 857/249-3831 www.shalupe.org
to provide support services to refugee and immigrant women and children.
Comments: Mostly social services and a festival.

16. Southern Tier Advocacy and Mitigation Project

119 East Buffalo Street, Ithaca, NY 14850 Leslie Jones 607/277-2121 www.stamp-cny.org
to link criminal justice and economic justice with environmental pollution and issues of globalization.
Comments: Not a well written application. Similar issues as last proposal.

17. Tateyah Topa

409 NE San Rafael, #414, Portland, OR 97212 Karen Timentwa 503/964-3048 firecloud21@yahoo.com
to carry on the human rights, cultural and spiritual work of Indigenous people by holding a summer and fall Elder and Youth Gathering.
Comments: Over 20 years old. Mostly to create a spring and fall youth gathering. State that gatherings will be the route to ending alcohol, drug abuse and gang violence for youth. Unclear where ongoing work happens after gatherings.

**Staff's Proposals/Plans
to address Jamie Pullen's Assessments/Recommendations**

Part 1: Day-to-Day Workload Coordination, Communication & Decision-making

The following three areas of discussion and recommendations relate to day-to-day operations. These topics have been covered in more depth as part of separate meetings with the staff and the personnel committee.

1) New Staff Team, New Time: learn from the past, but focus on the future

- Establish ground rules or principles for workplace respect, effectiveness and mutual support within the review and revise the principles once a year at a staff retreat
- Commit to a reasonable schedule for staff meetings
- Implement the previously agreed upon quarterly staff retreats
- Outline and agree on roles, who is to take the lead on identified projects, priorities, how others can realistically pitch in.
- Do first priorities, *first*

Agreed upon at staff meetings.

2) Communication, Conflict Resolution and Morale

Discussed by staff at staff meetings

- 2/10: Staff will meet as a whole next week to work out some of these ideas. Having a single facilitator for a longer period of time (six months) is a good idea. Christy will take on this role for now

3) Workload Coordination

- Six to 12 month **committee workplan**
 - Agreed by Board and staff at April 2011 Board meeting
- Establish and use a **centralized work calendar**
 - Done at 2/10/11 using Thunderbird shared calendar

4) Reinforce Formal Spaces, Structures and Mechanisms for Decision-making and recording Decisions (*Notes: the following points reflect the 2/3/11 discussion and preliminary agreement among staff*)

- *Strive for Consensus:*
 - staff will continue to use consensus and will increase the "marking" of decisions by taking votes or using other agreement tools (*see Gradients of Agreement*) when key decisions are made so there is no confusion about what the decision is or intended next steps based on that decision. They will record decisions in staff meeting notes.
- *Be Direct* with one-to one communication, early on, to prevent conflict:
 - Staff reviewed basic conflict resolution principles and recommitted to using these techniques.
- *Staff Meetings and Staff Retreats:*
 - Commit to staff meeting and staff retreats as important forums to help make agreements, build accountability, find creative solutions, document decisions and commitments.

Resolving Committee Workplan or Operational Disputes:

- In the event that staff cannot negotiate a compromise or make a unanimous decision on an operational issue the staff will refer the issue to the volunteer leadership of the executive committee for a decision. The executive committee will convene a meeting and invite all interested or affected parties including staff, any committee chairs or committee members, to express their opinions. The volunteer leaders of the executive committee (Chair, Vice Chair, Treasurer) will then vote to decide the matter.

Resolving Personnel Issues or Interpersonal Disputes:

- Follow the existing personnel policies on matters needing mediation or for filing a grievance.

Recommendation related adopting Committee Workplans, related Budget Line Items and Delegated Authority to Act:

- *Approved April 2011 Board Meeting:*
 - Committees present work plans with budget implications to the board once a year and seek discussion, revisions and approval at that time
 - Committee and associated lead staff delegated authority to operate within the plan and budget approved, and to work out the details of strategies and operations from there.

Part 2: RESIST's Staffing Structure and Proposed Changes

- *See Yafreisy & Robin's Proposal, attached*

Part 3: Setting Organizational Priorities (and letting go of some tasks)

What to give up?

- Jamie's Suggestions
 - Eliminate one grants cycle a year
 - *Opinions ranged from feeling like 6 cycles is "who we are" to feeling like it could be a strategic decision, especially in light of strong staff concerns re: being overworked last year. Yafreisy and Robin will continue to think about this and will bring it to the Grants Committee by the end of the year. Any proposal for change would not start before next year.*
 - Eliminate the grants committee process of screening applications
 - *Committee is really in flux right now, with Camilo figuring out his involvement capacity and Jen Willsea transitioning off and onto the Personnel Committee. Robin and Yafreisy will suggest it as a process for the committee*
 - Have four newsletters instead of six newsletters published in the year.
 - *Have 4 newsletters instead of 6 per year: already approved by Communications Committee. Will come to full Board for vote in June.*
 - Use a contractor to assist with discrete tasks, in particular data entry
 - *Staff discussed data entry for a while. Ravi has concerns about data entry based on what he's already done and what Malika reported upon leaving. After discussion, we decided we'd like to hire Wec (Nancy Wechsler) to help us with data entry if she is interested. Folks do not believe that she needs consistent or regular hours. Ravi will run some numbers and come up with a proposal for the Finance Committee. Yafreisy offered to help him look at budget and figure out where any of this money might come from.*

What to elevate as a priority?

- One-to-one relationship-building with existing donors, and active recruitment of new donors. More coordination and team work among both staff and board members to increase the number of contributions, the size of contributions, and the ways to build long-term financial sustainability of RESIST (e.g., planned giving).
 - *This is all important to Ravi. The Development Committee has wanted this shift but it hasn't happened yet for different reasons.*
 - *Robin wants to make sure we don't lose the focus on our base of small, very loyal donors.*
 - *Christy noted that in this process it will be helpful to have shared vision on the Board and staff that we *want* to raise more money – and to have buy-in on that process. Doing a 3-year planning process would probably be helpful for that, as would strategic planning, especially in light of our 50 year anniversary coming up in 2017.*
 - *Yafreisy noted that we need to invest organizational resources in this as well. Christy thinks it will be good to keep checking in about this with Ravi as he settles in to the work.*
 - *Robin noted that it would be good to have not just a vision of raising more money, but a shared vision of where that money's going.*
 - *There will be continuous communication with the Development Committee about this.*

- Outreach, interaction and visibility with new potential grantees, new movement players, social media, etc.
 - Lots of discussion and idea-generating here.
 - Yafreisy feels excited about attending regional meetings, not mimicking other foundations but creating something unique for us. She referenced how positive her USSF experience was. She'd also like more interaction with other grantmakers.
 - Robin thinks this should go hand-in-hand with Ravi's donor visits. She'd like to see us attend things like the Western States Center's annual event. It's been harder to network since the collapse of the NNG.
 - Christy raised concerns that for the last 3 years, in her opinion, RESIST has been very insular, and that without working this kind of networking explicitly into someone's job description, it will be too easy for it to fall by the wayside.
 - Everyone reported that they are overloaded and overworked in 2010. How will anyone fit this in if we're not talking about dropping anything else?
 - Yafreisy would like us to use the central organizational calendar for this and take some incremental steps, like attending 1 or 2 things in coming calendar year. Let's make a point to prioritize it.
 - Robin does think that people see us in the mix.
 - Ravi wonders about the role RESIST might play in moving other funders in the direction we're going in. (get off your silos and fund general support!) Maybe that's not a priority now but it could be.
 - Christy wonders if we should make this one of our staff priorities? So we have some accountability around it? She reiterates that she doesn't think anyone has time for this.
 - Robin thinks we should go back to creating work plans for the year so we know what to prioritize.
 - Budget more for staff development. And Christy adds, do people feel free to use the money? Yes, this is a priority for all of us. We need to look at it and prioritize it in the budgeting process. Committees should think about it, and staff should too.

Attachment B

Reminder of Staff and Personnel Committee Discussion of the Committee's Role related to Staff Support, Accountability & Evaluation

Calendar, Workplans and Meetings:

- We had a lot of discussion about this. It's confusing to figure out where committee work plans fall and where individual staff work plans fall. And there is there a "staff" work plan separate from these other two things? Here's our synopsis:

1. The calendar is all set. This will include general time-lines, meetings and schedules.
2. We are each developing work plans with our committees. Our committee meetings are on the shared calendar, which serves as a type of staff work plan.

Ravi asked about when we think about accountability, how we hold the Board accountable as well as the staff. We think this is the role of the R & R committee, to set up mechanisms for more Board accountability.

Time Management:

Jaime's proposal was that time sheets would go to the Personnel Committee once a month. We discussed this for awhile and decided it makes the most sense to send them to the PC once a quarter. We'll be sending the form that summarizes each of our time sheets in one form (Robin will add in the "used" and "accrued" rows to the vacation and personal time line items) and each staff person will also write a 2-3 sentence narrative to accompany the information. Staff will continue to engage in our own internal review of each others time sheets. We'll do this quarterly as a regular habit, and more regularly if needed.

Staff Evaluation Forms:

- *We are all OK with not sharing our evaluation forms with each other, just with the PC.*
- *We'd still like to maintain our system of meeting one-on-one as staff members around evaluation time to check in with one another (but we won't be sharing the forms from now on).*
- *Yafreisy will work on a set of standard questions that we'll ask each other to guide our discussion during those meetings.*
- *We want to ask the PC to clarify their security and filing procedures around the documents and electronic files.*
- *We're also interested to find out where the personnel files are being stored. Robin and Yafreisy thought we could buy a locked filing cabinet and store it in our storage area (only PC member(s) would have the key*

Incorporate Review of Work Priorities and Coordination into Evaluation Process:

- All staff have agreed to using a work calendar to help document the flow of work and are comfortable with the calendar and actual status of projects and deadlines being used as part of the staff evaluation process. S
- Staff are also agreeable to having committee or specific function area work plans which can help articulate priorities for any given six months to a year. The status of these priorities or objectives, as outlined by committees, should also be reviewed as part of staff evaluations.

Giving Notice when Transitions Occur (recommendation):

- *one month's notice is both acceptable and standard for giving notice.*
- *If you know you're leaving and can give more notice, it's better. But we don't expect more than one month notice of intent to resign.*
- *In our bylaws, it says that 1 month is required but that "RESIST asks for 3 months notice to facilitate a smooth transition."*

RESIST
Gradient of Agreement
For Resolving
Policy-Based and Inter-Personal Staff Issues

Endorse	Endorse with a minor point of contention	Agree with reservations	Neutral	Abstain	Significant Concerns	Stand Aside	Can't go forward	Block
I like it.	Basically I like it.	I can live with it.	I have no opinion	I don't like this, but I don't want to hold up the group; or I am not currently informed enough to decide; or I have a conflict of interest.	I want my disagreement noted in writing, but I'll support the decision.	I don't like this, but I don't want to hold up the group. Please don't expect me to take a lead on its implementation.	We have to continue the conversation	After two significant rounds of conversation, I still strongly believe that this proposal does not serve the well- being of the group and need to bring it to the EC/Personnel Committee.

RESIST
Gradient of Agreement
For Resolving
Policy-Based and Inter-Personal Staff Issues

Staff will use the Gradient of Agreement approach to resolving issues related to RESIST's programmatic and policy work. When issues arise that require staff to reconcile differences, staff will work towards consensus. In order to achieve consensus, staff members will schedule at least two meetings to discuss any issue that raises significant concerns.

In the event that staff cannot reach consensus or negotiate a compromise on either programmatic or policy work, staff members will bring the issues forward to the Executive Committee for discussion. The Executive Committee will convene a meeting and invite all interested or affected parties including staff, any committee chairs or committee members, to express their opinions. After hearing all sides of the issue, the non-staff Board members on the Executive Committee (the Board President, Treasurer, and At-Large Member) will render a decision.

If personnel issues or interpersonal disputes arise, staff members will attempt to meet one-on-one in an attempt to diffuse the potential for conflict. Staff will also meet together, as necessary, to surface issues in an attempt to resolve them. In the event that these issues cannot be resolved, the staff will ask the Personnel Committee to review the existing personnel policies and intercede on matters needing mediation, including the facilitation of the grievance process if necessary. (*see relevant sections of the Personnel Policies attached*).

RESIST PERSONNEL POLICY

Relevant Sections

- RESIST staff should function in a collaborative manner. It is neither desirable nor possible for the Board to supervise the daily operations of the staff. Staff members are responsible for supervising themselves, working together harmoniously, sharing responsibility, and participate in, and plan, new initiatives.
- All RESIST staff members need the following qualifications:
 - 1) An ability to work collectively, which involves flexibility and the ability to work with others, show good will to co-workers, do multiple tasks, and be accountable to co-workers;
 - 2) The willingness and ability to participate in peer and supervisory evaluation, as well as the ability to work independently;
 - 3) A recognition that staff members are accountable to the Board;
 - 4) The commitment to participate as a voting Board member;
 - 5) A politically sophisticated and progressive perspective on U.S. and world affairs.

Duties of the Personnel Committee

The Personnel Committee is responsible for:

- Maintaining communication between the Board and the staff on staff-related issues;
- Overseeing orientation and training of new staff;
- Evaluating new and permanent staff for purposes of retention, raises, and bonuses or in response to criticism of staff work by one or more Board members;
- Initiating or responding to action based on the RESIST Personnel Policy;
- Maintaining personnel files on all permanent and newly hired staff members; and
- Participating on or coordinating with an Ad Hoc Hiring Committee, which may be appointed by the Board as necessary.

GRIEVANCE PROCEDURE

Any staff member who feels she/he has a grievance may seek resolution through the staff, the Personnel Committee, or the Board. Grievances may be invoked for these reasons: violation of the Personnel Policies, unjust or unfair workplace practices, sexual harassment, or discrimination based on race, sex, gender, sexual orientation, age, disability sexual orientation, or marital status.

A. Grievance Procedure

- 1) Grievances that cannot be resolved by the staff will be put in writing to the Personnel Committee for resolution.
- 2) The Personnel Committee will initiate the grievance or appeal process within two weeks of receipt of the written request.
- 3) The Personnel Committee will endeavor to obtain information representing all sides of the disagreement; staff members will have the opportunity to present information and respond to issues raised.

- 4) The Personnel Committee will issue a decision verbally and in writing within two weeks of concluding its information gathering process.
- 5) The Board will consider any grievance or appeal unresolved by the Personnel Committee.
- 6) The Personnel Committee will present its process and findings to the Board.
- 7) The staff member initiating the grievance or appeal shall have the right to challenge these findings and present other information.
- 8) The Board will issue a decision verbally and in writing within two weeks of concluding its information gathering process.

PRIORITIES FOR RESIST COMMUNICATIONS WORK

May–October 2011

Minutes from May 2, 2011 Communication Committee Meeting

1. Coordinate with Ravi and Nancy Greenhouse (RESIST's direct mail fundraising consultant) about all RESIST communication with donors

GOALS:

- Streamline RESIST's messaging so that we'll have more impact on donors.
- Facilitate better internal communication.

METHODS:

- Work with Ravi to create year-long calendar that contains all donor communication, paper and online
- Meet once/month with Ravi to coordinate messaging and share ideas

2. Increase our number of followers/friends/subscribers.

GOALS:

- Grow the organization as a whole.
- Gain more visibility for RESIST.
- Increase donations by cultivating a broader donor base and creating more avenues for donors to establish connections with RESIST and our grantees.

METHODS:

- Send two emails per month
- Post 4 original (not just reposted) Facebook status updates per week
- Post 4 original Tweets per week, plus 2 retweets

3. Share more of our grantee stories

GOALS:

- Make storytelling a regular part of our work.
- Get donors more excited about work of RESIST.
- Raise more money.

METHODS:

- At least one email update/month will focus on grantee stories
- Submit one *Newsletter* article or original piece/month to an outside publishing source like Common Dreams or AlterNet, blogs, comments, etc.
- Work with Paul Venuti, our website support person, to create an area on our website for grantee stories

4. Involve the Board more in communications work

GOALS:

- Expand and strengthen our reach and voice.

RESIST COMMUNICATIONS & POLITICAL EDUCATION DIRECTOR POSITION

Staff and Personnel Committee proposal to Board
May 25, 2011

THE BASICS

The Staff and Personnel Committee would like to see the Communications Director job change from a part-time position to a full-time one with a new title: Communications & Political Education Director. The Finance Committee is in support of this proposal.

CHRISTY'S TIME BREAKOUT

Christy spends about half of her time on the *Newsletter* and public relations work for RESIST. This includes solicitation, editing & layout; managing subscriptions & address changes; filing copies; managing print and mailhouse relationships; planning time and work with the Communications Committee. On timesheets this section also includes advertising work and management of RESIST materials. The time spent on this part of her work has slowly dropped as she has taken on more administrative responsibility in the organization—an impetus for our push towards a full-time position. In 2008, this work made up 63% of her time; in 2010 it made up about 44%.

She spends a little over 20% of her time on general office and administrative work, including Board support. She spends a little under 20% of her time on website management, mass emails and social networking. She spends just under 10% of her work on fundraising and about 5% on support of the grants program.

STRONG PROGRAMMING = STRONG FUNDRAISING

We believe Christy's departure and our current positive financial situation create an amazing opportunity for RESIST. Moving to a full-time staffer will give us the chance to ramp up what we consider a major political program, and we strongly believe that good programming means good fundraising.

We've already seen what comes from a strong political education program. Just this year, a New York City donor responded to a *Newsletter* issue with a first-time gift of \$34,000 (more than enough to cover our transition to a full-time staffperson this year).

We want to communicate beyond our circles, get our message out there and make RESIST more visible in both the funding world and the organizing world.

STRONGER STAFF COLLECTIVE

We also think that it's difficult for a part-time person to work effectively in and have full ownership of our collective staff model. There is a lot of general organizational support work and meeting time which can easily overwhelm a part-time person.

WHAT WOULD CHANGE?

First we'd like to see the title of this position change to "Communications and Political Education Director" to more fully reflect the programmatic work of the position.

With added time, the full time director will guide RESIST's political education into interactive—instead of one-way—communication. The Director will be able to create and solicit more original and timely content for the RESIST website and social networking sites (in addition to and in collaboration with *Newsletter* content). The new director will fully develop our social networking vision and continue to increase collaboration with Ravi on online fundraising work and consistent organizational messaging (see attached Communications Committee priorities May 2011).

This person will regularly profile grantees on RESIST website (and on social networking sites) and will take over management of all address changes in Sage, our donor database. In preparation for our 50th anniversary in 2017, the Director will be able to create and implement a proactive media campaign plan for increased visibility for RESIST—and stories of our grantees.

✓ **Ideal breakdown of time:**

Newsletter – 45%; website/email/social networking – 25%; general office, Board support & work – 15%; fundraising – 10%; grants – 5%

Some ideas from staff brainstorm:

- Facilitate “Ask RESIST” once-a-month national conference calls – both for potential grantees (about seeking RESIST funding and about seeking other funding) and for other donors (community funds, other public foundations)
- Create how-to videos: applying for funding, how RESIST works, how to research funding, etc
- More grantee interviews and profiles, maybe with videos?
- Creating more forums and arenas for conversation; inserting ourselves and our story into the funding conversation, influencing our peers as well

FINANCIAL IMPLICATIONS

Because RESIST already pays full benefits for Christy as a part-time employee, the jump in salary is not huge for the organization in the big picture.

Christy started here in January 2008 making \$22,000/year (about \$21.20/hour). She now makes about \$23,500/year (approximately \$22.67/hour). 20 hours/week is 1040 hours/year.

40 hours/week (2,080 hours/year)

@ \$21/hour = \$43,680	(\$20,180 more in salary costs than what we currently spend)
@ \$22/hour = \$45,760	(\$22,260 more in salary costs than what we currently spend)
@ \$23/hour = \$47,840	(\$24,340 more in salary costs than what we currently spend)
@ \$24/hour = \$49,920	(\$26,420 more in salary costs than what we currently spend)

For reference on other annual salaries:

Yafreisy – \$48,106

Ravi – \$60,000

Robin – \$69,234

TRANSITION & HIRING IDEAL* TIMELINE

**but probably slightly unrealistic*

Week of May 30:

- Continue to work with Staff and Communications Committee on draft job description
- Finance Committee meets, confers about financial implications and makes decision about whether RESIST can afford this move

At June Board meeting:

- Put forth proposal (Christy will send to Board ahead of time)
- Form Hiring Committee

Week of June 6:

- Post job description (rolling deadline) and disseminate widely
- Begin screening applicants (probably Christy)

Week of June 20

- Priority: start first round of interviews

Week of June 27

- Priority: continue first round of interviews, possibly start second round
- Christy finalizes The Whole Shebang transition document.
- Hiring Committee meets to decide on second round interview offers

Week of July 4

- Priority: second round of interviews

Week of July 11

- Priority: final round of interviews, decision and offer
- Hiring Committee meets with staff

Week of July 18

- New Communications Director starts

**Division of Grant Program Positions
Eastern and Western Regions
Proposal**

The following division of work for the grants program work comes out of a staff retreat where staff decided to unanimously turn down Jamie's staffing structure proposal and decided to provide the board with a proposal that looked at how Yafreisy and Robin could share the grants work load in ways that enabled both to have very distinct and separate areas where they could lead.

It is important to keep in mind that there will always be areas of work that will require shared thinking strategies, approaches, and shared resources along with a shared vision of the aims and objective of the grant-making program at RESIST.

The following is a second attempt at looking at the different areas of grant-making work and how to divide them.

Robin and Yafreisy will divide the grant-making work into geographical regions as follows:

Yafreisy will be taking on the areas of work below for grant-making in RESIST's Eastern Regions, including the **Northeast, MidAtlantic, the South, Puerto Rico and US Territories.**

Robin will be taking on the areas of work below for grant-making in RESIST's Western Regions, including the **Northwest, Southwest, Midwest, CA, Alaska, and Hawaii.**

In general the grant program work listed below is applicable to both regions. However, there are areas of the work where it will make sense to have one person taking the lead for both regions or for RESIST as a whole.

For RESIST's Grantmaking Analysis and Data Base Management

Robin will be taking the lead on extracting reports:

- for Board members, including cover sheets, proxy forms, scorecards and results;
- for grant awards, including sample press releases and progress reports; and
- for mailing and file labels for grant cycles.

For Grant Research and Technical Assistance

Both Robin and Yafreisy will engage in general forms of technical assistance;
Yafreisy will take lead on TA resources on the ground (boots on the ground); and
Robin will take the lead on TA resources on-line.

For Internal Staff Liaison purposes

Yafreisy and Robin will be available to Board members as a resource on grant-related issues;
Robin will take the lead for work related to Communications; and
Yafreisy will take the lead for work related to Development and the Grant Committee.

Yafreisy and Robin are interested in looking at this as a "pilot" for a six month period. With the complete intention to take this seriously and as a permanent structural change, but one that has flexibility and can accommodate the ever-changing organizational needs, work-loads and characteristics of a small office structure. Staff will review this structure in December and report their findings to the Personnel Committee.

Components of the Grant Program

1. *Grant Program Work*

- Determine Grant Program priorities and forecast resource needs;
- Remain up-to-date on issues, strategies, and funding within social justice philanthropy;
- Engage in outreach to communities and geographic regions of interest to RESIST;
- Manage grant application process, including review of grant applications packets for completeness;
- Check references for all active grant applicants in a cycle;
- Award grants based on Board decisions;
- Notify unsuccessful grant applicants;
- Track the results of grant awards through on-going communication and progress reports;
- Evaluate grantee narratives and financial reports for compliance

2. *RESIST Grantmaking Analysis and Data Base Management*

- enter and maintain grant cycle data;
- enter ally and reference contact data;
- extract reports for Board members, including cover sheets, proxy forms, scorecards and results;
- extract reports for grant awards, including sample press releases and progress reports;
- extract mailing and file labels for grant cycles;
- extract data to analyze trends and gaps in grantmaking;
- extract data to analyze gaps in resources and reference contacts;

3. *Grant Research and Technical Assistance*

- Provide technical assistance to grantees, applicants and allies, including information or advice about resource development, program development and/or nonprofit management issues

4. *Alliance Building and External Communications*

- Articulate the aims and objectives of RESIST's grantmaking program, including priorities, guidelines and proposal review process;
- Participate in collaborative efforts involving other funders and community groups designed to address justice-based issues;
- Represent RESIST at community meetings, conferences and other events;

5. *Internal Staff Liaison*

Providing support and information to both the Development and Communications staff as necessary.

For Communications:

- brainstorm ideas for *Newsletter* contributing writers and grantee work to be profiled;
- provide grantee blurbs and updates for the web site;
- provide updated grantee e-mail and mailing addresses
- create the end of year grantee list and analysis for the January/February issue of the *Newsletter*
- provide support for the creation of e-alerts;
- update grant-related web page content as necessary

For Development:

- brainstorm grantees to profile in direct mail campaigns, brochures and pledge letters;
- provide information for donors who have a particular geographic or activist interest;
- create grantee lists for use in buck slips or specific appeals

For Board:

- Coordinate Board and volunteer participation in grant allocation planning and implementation;
- Function as a resource to the Board to ensure that Board decisions will best serve RESIST's grantmaking needs;
- Prepare reports, including annual and long-range grantmaking strategies, for Board review and decision-making

For Grant Committee

- Maintain list of tasks referred to the Committee by the Board

6. *Grantmaking Regions*

The **Eastern Regions** for grantmaking purposes are as follows:

Northeast: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont.

MidAtlantic: Delaware, Maryland, New Jersey, New York, Pennsylvania and Washington, DC.

South: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia and West Virginia.

Puerto Rico and US Territories

The **Western Regions** for grantmaking purposes are as follows:

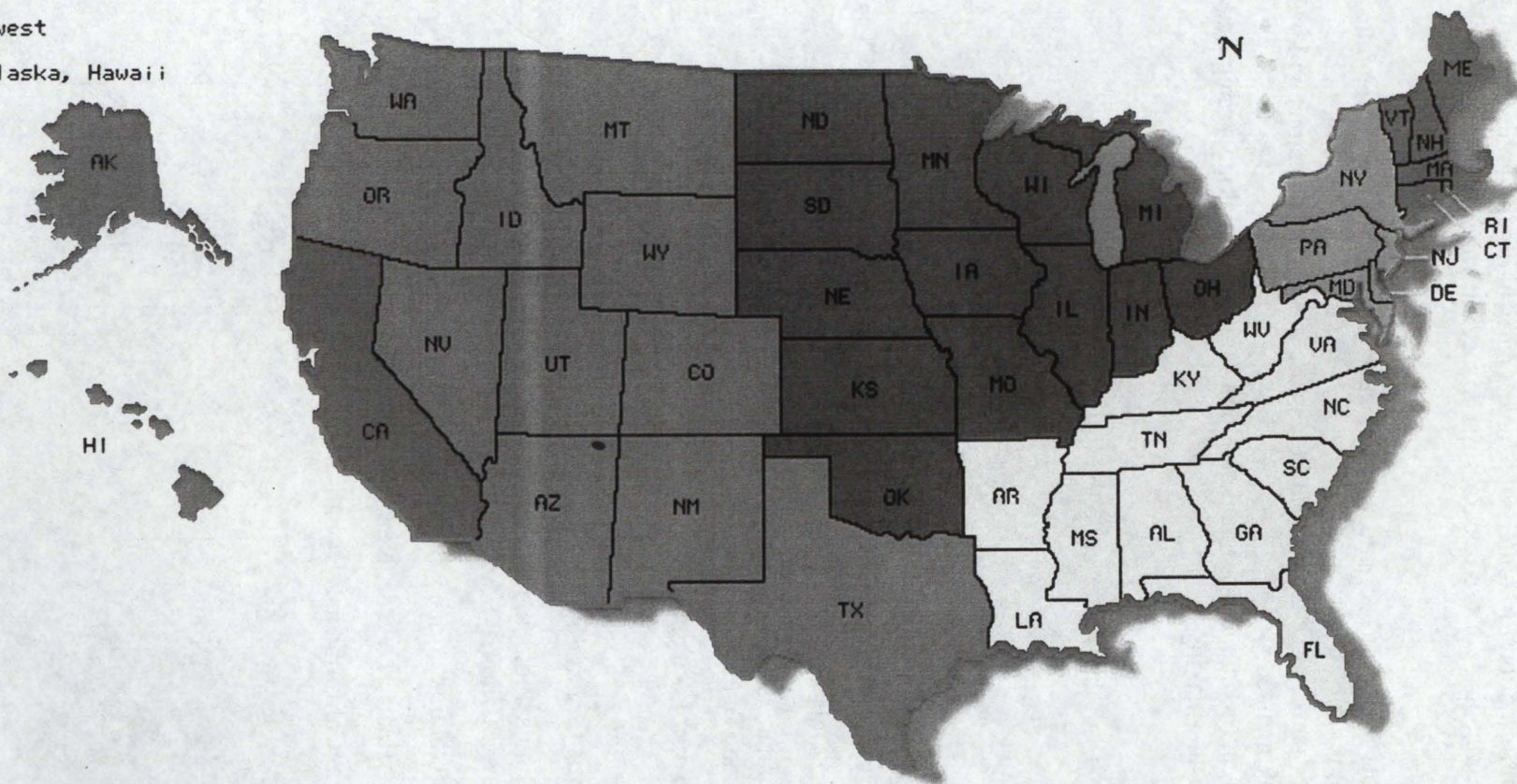
Midwest: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, Oklahoma, South Dakota and Wisconsin.

Northwest: Colorado, Idaho, Montana, Oregon, Utah, Washington and Wyoming.

Southwest: Arizona, Nevada, New Mexico and Texas.

West: Alaska, California and Hawaii.

- - Northeast
- - MidAtlantic/South
- - Midwest
- - Southwest
- - Northwest
- - CA, Alaska, Hawaii



5-11-11

Grant Analysis by Region
2008 - 2010

Region	2008 - 2010 Applications	%	2008 - 2010 Awarded	%
Northeast	160	20%	96	21%
Midwest	130	16%	77	17%
Northwest	122	15%	76	17%
South	126	16%	76	17%
Southwest	86	11%	50	11%
MidAtlantic/DC	106	13%	44	10%
West	78	10%	32	7%
Alaska/Hawaii	0	0%	0	0%
Territory	2	0%	1	0%
Total	810	100%	452	100%
Eastern Region				
Northeast	160	20%	96	21%
South	126	16%	76	17%
MidAtlantic/DC	106	13%	44	10%
Territory	2	0%	1	0%
Total	394	49%	217	48%
Western Region				
Midwest	130	16%	77	17%
Northwest	122	15%	76	17%
Southwest	86	11%	50	11%
West	78	10%	32	7%
Alaska/Hawaii	0	0%	0	0%
Total	416	51%	235	52%

RESIST Finance Narrative

January 1, 2011, to April 30, 2011

Accompanies Statement of Net Assets and Statement of Activities

BIG PICTURE

Our *net income* (income less expenses) for January 1, 2011, through April 30, 2011, was a *loss* of about **\$91,301**. RESIST's net income generally shows a loss during the first three quarters of each year. This is due to the fact that the majority of revenue is received in November and December while expenses are incurred through out the year. In our annual budget for this time period, we expected to have a net loss of **\$124,045** - which means that we are **\$32,744** ahead of where we expected to be at this time.

Income is higher than expected by **\$38,215**. *Expenses* are approximately **\$5,471** more than anticipated. This means we have a difference of approximately **\$32,744** between where we expected to be at this time and where we actually are.

STATEMENT OF NET ASSETS (ITEM A)

At this time, we have assets of approximately **\$865,094**. This is about **\$336,486** more than we had at this time in 2010. The increase in assets is primarily due to: 1) the receipt of **\$250,000** from the Estate of Ed Baker; and 2) the receipt of approximately **\$123,000** from the Estate of Marianne Wells. *See attached spreadsheet for asset allocation and Board designated restrictions.*

STATEMENT OF NET ACTIVITIES (ITEM B)

Revenue:

Revenue is about **\$38,215** higher than budgeted: **\$204,823** actual vs. **\$166,608** in the budget.

Gifts and Pledges: **\$30,448** higher than budgeted

- *Internal mailing* contributions are approximately **\$618** more than budgeted. Income from the pledge program is **\$11,936** lower than expected. There are five pledge donors who have not yet given this year (~**\$6,000**); and two misclassified pledge donors from 2010 which boosted expectations (**\$2,500**). This accounts for the bulk of the discrepancy. Appeals to current donors are **\$10,176** more than expected. Revenue from the *Newsletter* is **\$2,378** more than expected.
- *Prospect mailing* contributions are **\$2,892** under budget. The spring mailing dropped in March and returns are still coming in.
- *Special Contributions* are **\$32,722** higher than budgeted.

Board Fundraising is **\$306** more than budgeted due to the efforts of Melissa Cariño who solicited donations in honor of her birthday.

Unsolicited Gifts (donations under **\$500**) were **\$702** less than expected.

Major Donor gifts did not reach budget expectations by **\$1,780**. Just a reminder that there has been a change in classification of donations over **\$500**. A significant number of current Major Donor donations were previously categorized as Internal Mailing or Unsolicited gifts.

A *Foundation Gift* of \$20,000 was received from the Bardon-Cole Foundation. This appears to be a combined 2010 and 2011 donation.

An expected *Bequest* of \$5,000 from the Estate of Leo Hurvich was also received.

Bottom Line: Gifts and Pledges are performing quite well.

Investment Income: \$9,896 higher than budgeted

- *Interest and dividends* are \$32 lower than budgeted.
- *Realized gains or losses* on the sale of investments are a gain of \$2,632 over budget.
- *Unrealized gains or losses* on investments are a gain of \$7,296 over budget.

Bottom Line: The receipt of approximately \$370,000 in bequests has impacted the total sum of investments that are generating interest and dividends. It has also has an impact on the unrealized gains/losses as RESIST has more spread to absorb temporary market shifts. The re-investment of funds during the fall and the upward swing of the market since September also had an impact on these numbers.

Expenses:

Expenses are about \$5,471 higher than budgeted: \$296,124 actual vs. \$290,653 in the budget.

Fundraising expenses: \$8,565 more than budgeted

- *Internal mailing* costs are about \$3,396 under the budgeted amount (pledge: \$990, ABC: \$2,406). This may reflect minor discrepancies in the timing of receipt and payment for new 2011 bills.
- *Prospect mailing* costs are about \$10,421 more than the budgeted amount. \$3,000 represents the timing of payments for Nancy Greenhouse's work on the March 2011 appeal. \$2,000 represents higher than expected costs for mailing list rentals. \$2,000 represents postage and mailing costs that were higher than expected.
- *Misc, fundraising costs* are approximately \$1,890 over budget. This reflects the need to re-print Monarch letterhead and envelopes which are used to acknowledge donations.

Program expenses: \$5,203 less than budgeted

- *Grants Program* expenses are \$5,589 over budget. General support, technical assistance and NWTRCC grants are \$9,274 over budget. Emergency grants are \$500 under budget. Multi-year grants are at budget.
- *Newsletter* costs are \$5,327 less than budgeted. Almost all differences appear to be due to cost savings from the clean up of the paper mailing list- both purging names and transferring some to electronic mailings. Some differences may be due to timing of payment for recent *Newsletter* issues.
- *Web site* expenses are \$94 more than budgeted.

Administrative Expenses: \$2,477 less than budgeted

- *General and Administrative* expenses are **\$4,741** less than budgeted.

Accounting fees are over budget by **\$5,000**. This reflects the fact that the 2010 audit was scheduled earlier than usual this year and payments have been made both to auditor Linda Smith and to Meredith for preparation.

- *Personnel* expenses are \$1,596 more than budgeted.

Personnel costs (excluding health insurance) are **\$292** under budget. This reflects the period of time when: 1) Melissa was in South Africa and no one was hired to take her place; 2) Ravi was only half time for the first month of employment; and 3) there was less overlap than expected between Melissa and Ravi for training.

Health insurance costs are \$3,062 under budget. The decrease reflects two months when health insurance premiums were not paid for Ravi. This number is expected to average out over time.

RESIST, Inc.
Statement of Financial Position
April 30, 2011 and 2010

A

	<u>2011</u>	<u>2010</u>
ASSETS		
CURRENT ASSETS:		
Cash	\$ 133,447	\$ 51,385
Investments	712,025	461,219
Grants Receivable, Current	-	-
Prepaid Expenses, Inventory and Other Current Assets	13,606	12,368
Total Current Assets	<u>859,078</u>	<u>524,972</u>
Property and Equipment, Net	<u>3,772</u>	<u>1,406</u>
OTHER ASSETS		
Grants Receivable, Long-Term	-	-
Deposits	2,234	2,230
Total Other Assets	<u>2,234</u>	<u>2,230</u>
Total Assets	<u><u>\$ 865,084</u></u>	<u><u>\$ 528,608</u></u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Grants Payable	\$92,000	\$54,000
Accounts Payable and Accrued Expenses	10,616	417
Accrued Payroll and Related Costs	11,834	10,004
Total Liabilities	<u>114,450</u>	<u>64,421</u>
NET ASSETS		
Net Assets, Beginning of Year	841,947	540,473
Change in Net Assets	<u>(91,303)</u>	<u>(76,286)</u>
Net Assets, End of Period	<u>750,644</u>	<u>464,187</u>
TOTAL LIABILITIES AND NET ASSETS	<u><u>\$865,094</u></u>	<u><u>\$528,608</u></u>

RESIST, Inc.
Statement of Activities - Short Form
Year to Date as of April 30, 2011

B

	YTD ACTUAL	YTD BUDGET	+/-	ANNUAL
	April 30	April 30	BUDGET	BUDGET
SUPPORT AND REVENUES				
Internal Mailings	111,078	110,460	618	376,000
Prospecting	20,248	23,140	(2,892)	68,000
Special Contributions	45,857	13,385	32,472	308,075
Special Event Income	125	2,500	(2,375)	5,000
Misc. Revenue	694	448	246	2,200
Investment Income	1,343	1,375	(32)	5,500
Realized Gain (Loss)	3,182	550	2,632	5,000
Unrealized Gain (Loss)	22,296	15,000	7,296	30,000
	204,823	166,858	37,965	799,775
EXPENSES				
<i>Fundraising</i>				
Internal Mailing Costs	9,754	13,150	(3,396)	43,600
Prospect Mailing Costs	31,671	21,250	10,421	60,850
Major Donor Costs	0	0	0	150
Special Event Costs	0	350	(350)	700
Misc. Fundraising Costs	5,230	3,340	1,890	5,900
Total Fundraising Costs	46,655	38,090	8,565	111,200
<i>Program</i>				
Grants Program	103,333	97,745	5,588	44,400
Communications Program	12,123	17,356	(5,233)	309,700
Total Program Costs	115,456	115,101	355	354,100
<i>Other</i>				
Personnel	97,136	100,490	(3,354)	299,920
General and Administrative	35,858	35,599	259	102,517
Board Expenses	1,021	1,323	(302)	3,250
Total Other Costs	134,015	137,412	(3,397)	405,687
Total Expense	296,126	290,603	5,523	870,987
CHANGE IN NET ASSETS	(91,303)	(123,745)	32,442	(71,212)
NET ASSETS, BEGINNING OF YEAR	841,947			841,947
NET ASSETS, END OF YEAR	750,644			770,735

**Communications and Political Education Director
Salary Proposals**

Annual	Gross Weekly	FICA 6.20%	FICA 1.45%	FWH	SWH	403(b) 4%	Net Pay	Hourly
\$43,680	\$840.00	\$52.08	\$12.18	\$64.00	\$31.00	\$33.60	\$647.14	\$21/hour
\$45,760	\$880.00	\$54.56	\$12.76	\$67.00	\$34.00	\$35.20	\$676.48	\$22/hour
\$47,840	\$920.00	\$57.04	\$13.34	\$70.00	\$37.00	\$36.80	\$705.82	\$23/hour
\$49,920	\$960.00	\$59.52	\$13.92	\$74.00	\$40.00	\$38.40	\$734.16	\$24/hour
Current								
\$23,575	\$453.37	\$28.11	\$6.57	\$35.00	\$15.50	\$18.13	\$350.05	\$22.67/hour
Staff Salaries	Annual	Hourly						
Yafreisy	\$48,106	\$23.13/hour						
Ravi	\$60,000	\$28.85/hour						
Robin	\$69,234	\$33.29/hour						
Proposed	Additional Cost							
	Salary	Benefits	403(b)	Health Insurance	Workers Comp	Staff Dev.	Total	
\$43,680	\$20,105	\$1,538	\$804	\$0	\$0	\$0	\$22,448	
\$45,760	\$22,185	\$1,697	\$888	\$0	\$0	\$0	\$24,770	
\$47,840	\$24,265	\$1,856	\$971	\$0	\$0	\$0	\$27,092	
\$49,920	\$26,345	\$2,016	\$1,054	\$0	\$0	\$0	\$29,415	

RESIST, INC.

FINANCIAL STATEMENTS

with

INDEPENDENT AUDITORS' REPORT

YEARS ENDED DECEMBER 31, 2010 AND 2009

Smith  Sullivan
& Company PC

CERTIFIED PUBLIC ACCOUNTANTS

80 Flanders Road, Suite 200, Westborough, Massachusetts 01581
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RESIST, INC.

REPORT ON FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2010 AND 2009

re • sist v. 1. To strive or work against; fight off. 2. To withstand.

RESIST n. 1. An activist foundation that strives for social change and works against injustice.
2. A grantmaker for groups defending the rights of lesbians and gay men, workers, women,
the poor, native people, people of color, the disabled, and immigrants. 3. A different
kind of funding organization seeking out groups that withstand reactionary government
policies, corporate arrogance, and right-wing fanaticism through organizing, education, and action.

RESIST, INC.
REPORT ON FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2010 AND 2009

C O N T E N T S

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
RESIST, Inc.
Somerville, Massachusetts

We have audited the accompanying statements of financial position of RESIST, Inc. (a Massachusetts nonprofit organization) as of December 31, 2010 and the related statements of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Organization's management. Our responsibility is to express an opinion on these financial statements based upon our audit. The prior year summarized comparative information has been derived from RESIST, Inc.'s 2009 financial statements and, in our report dated April 3, 2010, we expressed an unqualified opinion on those financial statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of RESIST, Inc. as of December 31, 2010 and the changes in their net assets and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The Schedule of Board Designated Net Assets on Pages 19 and 20 are presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subject to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Smith, Sullivan & Company P.C.

Westborough, Massachusetts
May 6, 2011

RESIST, INC.

STATEMENTS OF FINANCIAL POSITION AS OF DECEMBER 31, 2010 AND 2009

ASSETS

	<u>2010</u>	<u>2009</u>
<u>CURRENT ASSETS:</u>		
Cash and Cash Equivalents	\$ 260,824	\$ 119,415
Accounts Receivable	4,574	-
Prepaid Expenses	12,172	11,601
Inventory (Note 4)	1,147	2,153
Total Current Assets	<u>278,717</u>	<u>133,169</u>
 <u>PROPERTY AND EQUIPMENT:</u> (Note 5)		
Office Equipment and Furniture	15,546	18,675
Leasehold Improvements	15,065	15,065
Subtotal	<u>30,611</u>	<u>33,740</u>
Less: Accumulated Depreciation	<u>(26,839)</u>	<u>(32,335)</u>
Net Property and Equipment	<u>3,772</u>	<u>1,405</u>
 <u>LONG-TERM INVESTMENTS:</u>		
Board Designated Net Assets (Notes 2, 6 and Schedule A)	<u>663,824</u>	<u>479,957</u>
 <u>OTHER ASSETS:</u>		
Security Deposits (Note 11)	<u>2,230</u>	<u>2,230</u>
Total Other Assets	<u>2,230</u>	<u>2,230</u>
 <u>TOTAL ASSETS</u>	 <u>\$ 948,543</u>	 <u>\$ 616,761</u>

LIABILITIES AND NET ASSETS

<u>CURRENT LIABILITIES:</u>		
Grants Payable (Note 9)	\$ 59,300	\$ 39,000
Accounts Payable and Accrued Expenses	1,776	11,745
Accrued Payroll and Related Costs	7,770	8,793
Total Current Liabilities	<u>68,846</u>	<u>59,538</u>
 <u>NON-CURRENT LIABILITIES:</u>		
Grants Payable (Note 9)	36,000	15,000
Deposits Held (Note 11)	1,750	1,750
Total Non-Current Liabilities	<u>37,750</u>	<u>16,750</u>
 <u>TOTAL LIABILITIES</u>	 <u>106,596</u>	 <u>76,288</u>
 <u>NET ASSETS:</u>		
Unrestricted Net Assets:		
Board Designated Net Assets (Notes 2, 6, 7 and Schedule A)	663,824	479,957
Unrestricted Net Assets, Operating	178,123	60,516
Total Net Assets	<u>841,947</u>	<u>540,473</u>
 <u>TOTAL LIABILITIES AND NET ASSETS</u>	 <u>\$ 948,543</u>	 <u>\$ 616,761</u>

RESIST, INC.

STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED DECEMBER 31, 2010 AND 2009

	<u>2010</u>	<u>2009</u>
<u>SUPPORT AND REVENUES:</u>		
<i>Public Support:</i>		
Gifts and Pledges	\$ 721,938	\$ 630,649
Bequests (Note 3)	373,753	51,227
Special Events, Net of Direct Costs (Note 8)	-	11,066
Total Public Support	<u>1,095,691</u>	<u>692,942</u>
<i>Other Revenues and Support:</i>		
Net Investment Gains (Note 6)	29,084	20,205
Interest and Dividend Income (Note 6)	5,023	5,026
Sale of Merchandise, Net of Costs (Note 4)	522	94
Other Revenues and Support	399	351
Total Other Revenues and Support	<u>35,028</u>	<u>25,676</u>
<u>TOTAL SUPPORT AND REVENUES</u>	<u>1,130,719</u>	<u>718,618</u>
<u>FUNCTIONAL EXPENSES:</u>		
<i>Functional Expenses:</i>		
Program Services	531,617	457,834
Administrative	114,764	90,871
Fund Raising	<u>182,864</u>	<u>169,694</u>
<u>TOTAL FUNCTIONAL EXPENSES</u>	<u>829,245</u>	<u>718,399</u>
<u>CHANGE IN NET ASSETS</u>	301,474	219
<u>NET ASSETS - BEGINNING OF YEAR</u>	<u>540,473</u>	<u>540,254</u>
<u>NET ASSETS - END OF YEAR</u>	<u>\$ 841,947</u>	<u>\$ 540,473</u>

RESIST, INC.

STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2010
(With Summarized Comparative Totals for 2009)

	<u>PROGRAM</u> <u>SERVICES</u>	<u>ADMINI-</u> <u>STRATIVE</u>	<u>FUND</u> <u>RAISING</u>	<u>TOTAL ACTIVITIES</u>	
				<u>2010</u>	<u>2009</u>
Salaries and Wages (Note 13)	\$ 84,925	\$ 29,012	\$ 43,344	\$ 157,281	\$ 171,120
Employee Benefits (Note 12)	45,054	14,296	6,862	66,212	46,546
Payroll Taxes	7,187	2,843	3,656	13,686	14,907
Total Personnel Costs	137,166	46,151	53,862	237,179	232,573
Grants Awarded (Notes 2 and 9)	321,157	-	-	321,157	256,043
Newsletter Expenses (Notes 2 and 10)	34,038	-	2,173	36,211	36,268
Cost of Direct Mail Campaigns	-	-	75,276	75,276	75,175
Advertising and Outreach	1,402	508	1,190	3,100	1,780
Occupancy (Note 11)	11,950	4,325	10,147	26,422	26,107
Depreciation Expense (Note 5)	544	193	472	1,209	1,034
General Insurance	712	258	606	1,576	1,182
Director and Officer Insurance	-	2,225	-	2,225	2,225
Equipment Rental and Maintenance (Note 11)	2,373	2,061	114	4,548	3,927
Telephone, Website and Communications	8,805	394	132	9,331	4,191
Office Expenses and Minor Equipment	2,660	993	1,674	5,327	7,278
Postage, Freight and Delivery	1,344	856	5,752	7,952	8,097
Accounting/Audit Fees	-	21,144	-	21,144	20,200
Consultants/Professional Fees	2,908	17,190	26,929	47,027	26,665
Board of Directors Expenses	1,343	1,343	-	2,686	2,230
Travel, Conferences and Staff Development	2,566	3,626	189	6,381	1,353
General Fund Raising Expenses	-	-	3,071	3,071	550
Memberships, Publications and Filing Fees	2,649	3,317	1,277	7,243	3,629
Bank and Credit Card Processing Fees	-	8,737	-	8,737	5,327
Investment Fees	-	892	-	892	1,810
Miscellaneous Expenses	-	551	-	551	755
Total Functional Expenses	\$ 531,617	\$ 114,764	\$ 182,864	\$ 829,245	\$ 718,399

RESIST, INC.

STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED DECEMBER 31, 2010 AND 2009

	<u>2010</u>	<u>2009</u>
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>		
Change in Net Assets	\$ 301,474	\$ 219
<i>Adjustments to Reconcile the Above to Net Cash Provided (Used) by Operating Activities:</i>		
Investment Income	(5,023)	(5,026)
Investment (Gains) and Losses	(29,084)	(20,205)
Depreciation Expense	1,209	1,034
<i>(Increase) Decrease in Current Assets:</i>		
Accounts Receivable	(4,574)	1,350
Prepaid Expenses	(571)	4,662
Inventory	1,006	979
<i>Increase (Decrease) in Current Liabilities:</i>		
Grants Payable	20,300	(10,855)
Accounts Payable and Accrued Expenses	(9,969)	10,550
Accrued Payroll and Related Costs	(1,023)	(3,704)
Increase (Decrease) in Non-Current Grants Payable	(21,000)	(12,000)
Net Adjustment	(48,729)	(33,215)
<u>NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES</u>	<u>252,745</u>	<u>(32,996)</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Purchase of Computer Equipment	(3,575)	-
Reclassification of Cash Equivalents from (to) Investments	(149,019)	(18,985)
Proceeds from Sale of Investments and Maturities	354,266	373,610
Purchase of Investments	(313,008)	(332,267)
Net Cash Flows from Investing Activities	(111,336)	22,358
<u>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</u>	<u>141,409</u>	<u>(10,638)</u>
<u>CASH AND CASH EQUIVALENTS - BEGINNING OF YEAR</u>	<u>119,415</u>	<u>130,053</u>
<u>CASH AND CASH EQUIVALENTS - END OF YEAR</u>	<u>\$ 260,824</u>	<u>\$ 119,415</u>

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

NOTE 1 ORGANIZATION

RESIST, Inc., ("RESIST" or the "Organization") an organization which promotes world peace and equality through informing the public about current affairs and assisting community groups with similar goals, was incorporated in 1978 under Massachusetts General Laws Chapter 180 and qualifies as a tax-exempt not-for-profit corporation under section 501(c)(3) of the Internal Revenue Code. RESIST has been classified as an organization which is not a private foundation under section 509(a); accordingly, contributions to this Organization qualify for the maximum charitable deduction for federal income tax purposes.

NOTE 2 PROGRAM SERVICES

RESIST has two programmatic areas: Grantmaking and Political Education.

Communications Program

RESIST's Communications Program is its political education work, expressed principally through the *Newsletter*, with additional support through the website and e-alerts.

Newsletter - RESIST publishes a well-respected newsletter six times per year that focuses on emergent as well as ongoing political issues. It is available as both a paper and an electronic publication. The *Newsletter* features the work of grant recipients and other progressive writers, providing grassroots activist-perspectives and broader analyses of a range of significant topics. Featured themes have included: environmental racism; confronting anti-immigrant attacks; welfare reform and progressive politics; gay and lesbian rural organizing projects; and more. RESIST sends the *Newsletter* to donors, grant recipients, activist groups, public and university libraries, prisoners and progressive foundations.

Internet Education Resources - The RESIST web page (www.resistinc.org) provides an array of resources to grantees, donors and colleagues. Back issues of the *Newsletter* appear on the website, along with related informational links. Resources guides are also featured, including a Guide to Technical Assistance, Finding Funding: A Beginner's Guide to Foundation Research, and the Media Funders Guide.

Grantmaking Program

RESIST maintains a vigorous grant-making program, completing six funding cycles each year.

RESIST funds activist organizing and educational work within movements for social change - concentrating on support for organizations that do not have access to more traditional sources of funds. As a result, RESIST's funding priorities include groups with an annual budget of \$150,000 or less (\$125,000 or less prior to 2007) and projects that encourage people to take action, rather than merely disseminate information or perform social services. The Board of Directors reviews grant applications every two months and awards grants to groups whose goals are in accord with RESIST's.

Targeted Grantmaking Programs include:

General Support - Organizations that meet RESIST's funding criteria may apply for a one-year general support grant, with the maximum amount requested not to exceed \$4,000. RESIST provides funds for general support as a means of enabling grantees to build infrastructure and capacity while engaged in ongoing social justice activism.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 2 (Continued)

Multi-Year Funding – After carefully considering how to maximize its impact in building capacity and supporting the long-term work of movements for social change, RESIST initiated a multi-year funding program in 2001. RESIST sets aside up to 25% of its annual funding budget for multi-year grant awards. Multi-year grants cover a three-year period and are designed to provide general support to eligible grantee organizations. Grants awards are \$4,000 for each year of eligibility.

Technical Assistance Grants - RESIST provides awards up to \$500 to enable existing grantees to take advantage of technical assistance opportunities. Funds are available on a quarterly basis and dispersed on a first come-first serve basis. Proposals are reviewed and grants awarded within a two week time frame for trainings that will occur within three to five months of the award.

Accessibility Grants - RESIST is committed to ensuring that all people are able to participate in the movement for social justice. As a result, RESIST will fund the additional costs of projects or events which will make them accessible to people with disabilities (e.g. personal care attendants, sign language interpreters for events, or wheelchair accessible venues) for amounts up to \$4,000. All accessibility grant applicants must be currently eligible to receive grant awards under RESIST's funding guidelines.

Emergency Grants – Emergency grants of up to \$500 are available on an “as-needed” basis. These grants are designed to help groups respond quickly to unexpected organizing needs. While it is impossible to precisely define an emergency, these grants are generally given to provide support for demonstrations or other events arising from a political crisis. These grants are not intended to provide a safety net for groups who have failed to adequately plan for their financial needs, or who have missed RESIST's regular funding deadlines.

In addition to providing grants, RESIST also offers technical assistance to newly-formed and established groups. For many of these organizations, RESIST helps them write their first grant application, assists them in presenting their budgets and financial statements, and helps connect them with other organizations and potential funders.

Board Designated Funds

Memorial Funds

Ed Baker Memorial Fund

In December of 2009, C. Edwin Baker, a long-time supporter of RESIST, passed away unexpectedly. The Ed Baker Memorial Fund commemorates his commitment to grassroots, participatory democracy, and the belief that the values of individual liberty, equality, and non-coercive freedom of expression (speech in an expanded sense) are essential to real democracy. The Board established the Ed Baker Memorial Fund in 2010 with a \$15,000 initial deposit. Both investment income and principal may be used to award grants at the discretion of the Board of Directors (*Refer to Note 7 and Schedule A*).

For the year ended December 31, 2010, the Ed Baker Memorial Fund generated net investment income of \$141 and a grant of \$500 was awarded.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 2 (Continued)

Arthur R. Cohen Memorial Fund

In 1988, the Arthur R. Cohen Memorial Fund was established with a contribution of \$10,000. The fund is designated to support the causes to which Arthur Cohen (1918-1986) was committed: opposition to the arms race, the cold war and US intervention abroad; and support for civil liberties, the fight against racism, and the struggle of workers and unions at home. It is stipulated that income earned on the Cohen Fund will be given as grants, but the donor does not prohibit use of the principal to make grants (Refer to Note 7 and Schedule A).

For the years ended December 31, 2010 and 2009, net investment income in the amount of \$1,401 and \$439, respectively, were recognized by the Arthur R. Cohen Memorial Fund. For the year ended December 31, 2010, a \$500 grant was awarded, while no grants were paid out in 2009.

Leslie D'Cora Holmes Memorial Fund

The Leslie D'Cora Holmes Memorial Fund, established in 1999, is committed to continuing the inspiring life's work and legacy of Leslie D'Cora Holmes. This fund supports activities and organizations that embody the characteristics, values, and principles that reflect the spirit-filled mission of Leslie D'Cora Holmes, including: empowerment for communities and individuals; self-determination through education and community organizing; harmonization of diverse communities of interest; actualization and recognition of individual potential; courage of conviction; and pride in culture, community and self. Both investment income and principal may be used to award grants at the discretion of the Board of Directors (Refer to Note 7 and Schedule A). The fund was established with approximately \$20,000, while cumulative contributions to the fund were \$25,299 through December 31, 2010.

For the years ended December 31, 2010 and 2009, the net investment income was \$2,382 and \$666, respectively. For the years ended December 31, 2010 and 2009, grants of \$500 were awarded each year.

Sharon Kurtz Memorial Fund

Family and friends of Sharon Kurtz began donating funds to RESIST in 2008 with the goal of setting up a memorial fund in her name. Contributions totaling \$10,720 were received during 2008 - 2010. The Board of Directors formally established the fund in 2009. The Sharon Kurtz Memorial Fund is committed to supporting workplace justice campaigns that address the issues of race, class and gender in building a movement for workers' rights.

For the years ended December 31, 2010 and 2009, the Sharon Kurtz Memorial Fund generated net investment income of \$1,401 and \$398, and grants of \$500 were awarded each year.

Freda Friedman Salzman Memorial Fund

In 1991, the Freda Friedman Salzman Memorial Fund was established by George Salzman in honor of his late wife. The Fund is dedicated to the purpose of supporting organized resistance to the institutions and practices that rob people of their dignity as full human beings. Income earned on the Salzman Fund will be given as grants, but the donor does not prohibit the use of principal to make grants (Refer to Note 7 and Schedule A). A total of \$65,430 has been contributed to the Fund since 1991. For the years ended December 31, 2010 and 2009, net investment income in the amount of \$7,287 and \$2,875, respectively, were recognized by the Freda Friedman Salzman Memorial Fund. For the years ended December 31, 2010 and 2009, a grant of \$3,000 was awarded each year.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 2 (Continued)

At the discretion of the Board of Directors, investment income and principal may be used from each fund to award grants (Refer to Note 7 and Schedule A).

Bequest Funds

Ed Baker Bequest Fund

In 2010, RESIST received an unrestricted gift in the form of a bequest from the Estate of C. Edwin Baker. The total amount received from the Estate was \$250,000 of which \$85,000 was allocated to general operating funds and \$15,000 was allocated to the Ed Baker Memorial Fund. The principal of the Bequest Fund, \$150,000, will be used for the specific purpose of 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. The Board of RESIST has determined that income generated from the investment of the principal of the Ed Baker Bequest Fund may be used for general operating expenses (Refer to Note 7 and Schedule A).

For the year ended December 31, 2010, the Ed Baker Bequest Fund generated net investment income of \$1,401.

Philip Schleimer Bequest Fund

In 2007 and 2006, RESIST received unrestricted gifts in the form of a bequest from the Estate of Philip Schleimer. The total amount received from the Estate during 2006 was \$370,059, of which amount, \$30,000 was appropriated for operating activities in 2006, and the balance of \$340,059 was used to establish the Philip Schleimer Bequest Fund. In 2007, an additional distribution was received for \$28,759, and in 2009, a final distribution of \$18,000 was received from the Estate. The Board of RESIST has determined that income generated from the investment of the principal of the Philip Schleimer Bequest Fund may be used for general operating expenses, while the principal of the Fund may only be used for the specific purpose of developing long-term and sustainable programs, such as a major donor program. However, the Board has stipulated that the principal balance of the Fund must be restored within a reasonable period of time and may not be used for general operating expenses. During 2008, the Board authorized the expenditure of \$41,000 for fund raising and development costs.

During 2009, \$20,000 was borrowed for general operating expenses and was repaid in January 2010. In addition, \$7,000 was repaid on the 2008 loan during January 2010. For the year ended December 31, 2010, the Philip Schleimer Bequest Fund generated net investment income totaling \$20,379, compared to net investment income of \$20,214 in 2009.

At the discretion of the Board of Directors, investment income and principal may be used from each fund to award grants (Refer to Note 7 and Schedule A).

Funds Removed From Designation

RESIST Loan Fund

In 1984, the Board of Directors voted to establish a loan fund to be used to give temporary help to groups based upon Board approved criteria. The maximum amount per loan is \$3,000, and groups are asked to pay interest, if possible. Through December 31, 2008, the loan fund was increased by interest earned on loans and by dividends on available funds, and occasionally, by additional board designations.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 2 (Continued)

During 2009, the Board of Directors removed the loan fund designation and restored the net assets of the loan fund to operating funds.

RESIST Fund

During 1989, the RESIST Fund was established with a \$5,000 contribution. During 2009, the Board removed the fund designation and restored the net assets of the RESIST Fund to operating funds.

NOTE 3 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies which affect significant elements of the Organization's financial statements are described below to enhance the usefulness of the financial statements to the reader. The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates; however, adherence to generally accepted accounting principles has, in management's opinion, resulted in reliable and consistent financial reporting by the Organization. The following policies should be read in conjunction with the accompanying notes to the financial statements.

Basis of Accounting:

The Organization maintains its books and prepares its financial statements on the accrual basis of accounting in accordance with generally accepted accounting principles. Consequently, revenues and gains are recognized when earned, and expenses and losses are recognized when a liability has been incurred.

Fair Value of Financial Instruments:

In accordance with generally accepted accounting principles, the Organization adopted the provisions of Fair Value Measurements, and has applied its provisions to assets and liabilities that are recognized or disclosed at fair value on a recurring or nonrecurring basis (at least annually). Fair value measurement defines fair value, establishes a framework for measuring fair value, establishes a three-level fair value hierarchy based on the quality of inputs used to measure fair value and enhances the disclosure requirements for fair value measurements.

The three levels of the fair value hierarchy are as follows:

- Level 1 - inputs to the valuation methodology are quoted market prices for identical assets or liabilities in active markets.
- Level 2 - inputs to the valuation methodology include quoted prices in markets that are not active or model inputs that are observable either directly or indirectly for substantially the full term of the asset or liability.
- Level 3 - inputs to the valuation methodology are based on prices or valuation techniques that are unobservable.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 3 (Continued)

Financial Statement Presentation:

In accordance with generally accepted accounting principles, the Organization reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. These classifications are related to the existence or absence of donor-imposed restrictions as follows:

Unrestricted Net Assets - consist of assets, public support and program revenues which are available and used for operations and programs. Unrestricted net assets represents the portion of net assets of the Organization that is neither permanently restricted nor temporarily restricted by donor-imposed stipulations. Contributions are considered available for unrestricted use unless specifically restricted by the donor. For the years presented, all net assets were unrestricted.

Temporarily Restricted Net Assets - includes funds with donor-imposed restrictions which permit the donee organization to expend the assets as specified and is satisfied either by the passage of time or by actions of the Organization. Resources of this nature originate from gifts, grants, bequests, contracts and investment income earned on restricted funds.

Permanently Restricted Net Assets - includes resources which have a permanent donor-imposed restriction which stipulates that the assets are to be maintained permanently, but permits the Organization to expend part or all of the income derived from the donated assets.

The accompanying financial statements include certain 2009 comparative information. With respect to the Statement of Activities, such prior year information is not presented by net asset class and, in the Statement of Functional Expenses, 2009 expenses by line item are in total rather than by functional category. Accordingly, such information should be read in conjunction with the Organization's financial statements for the year ended December 31, 2009, from which the summarized information was derived.

Cash and Cash Equivalents:

For the purpose of these financial statements, cash and cash equivalents are defined as cash balances maintained in checking, savings and cash reserve/money market accounts and certificates of deposit with original maturities of less than ninety days. Fair value approximates carrying value due to the short maturities of those instruments and are classified within Level 1 of the fair value hierarchy.

Statement of Cash Flows:

Adherence with generally accepted accounting principles requires the Organization to make additional disclosures for the Statement of Cash Flows. For this purpose, the Organization is required to disclose the amount of income taxes and interest paid during the year. For each of the years presented, RESIST, Inc. did not incur any income tax expense, and interest paid was \$174 and \$221, respectively.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 3 (Continued)

Investments:

The investments of the Organization are record at fair value based on quoted market prices. The Organization reports the investments' net realized and unrealized gains and losses at each reporting date in the Organization's Statement of Activities. Purchases and sales of securities are recorded on the trade date. In determining the gains (losses) realized on the sales of securities, the cost of securities sold has been determined on a specific identification basis.

Accounts Receivable:

Accounts Receivable reflects various minor balances due to the Organization for rental income due under a sub-lease agreement, postage refunds and other miscellaneous sources. These amounts are considered fully collectible and, due to the immateriality of these amounts, no provision for uncollectible accounts receivable has been made. Therefore, if accounts become uncollectible, they will be charged to operations when that determination is made. For the years presented, RESIST, Inc. did not report any loss from uncollected receivables.

Property and Equipment:

Property, equipment, furnishing and improvement purchases in excess of \$500 are capitalized at cost, if purchased, or if donated, at fair market value at the date of receipt. Expenditures for maintenance, repairs and renewals are charged to expense as incurred, whereas major betterments are capitalized as additions to property and equipment. Depreciation of property and equipment is computed using the straight-line method, and is charged to activities over the estimated useful lives of the assets as expressed in terms of years.

Contributions, Gifts and Grants:

In accordance with generally accepted accounting principles, contributions are required to be recorded as receivables and revenues and the Organization is required to distinguish between contributions received for each net asset category in accordance with donor-imposed restrictions. Contributions may include gifts of cash, real property, or promises to give. Occasionally, RESIST receives donations of stocks which are recorded as contribution revenue at the fair market value of the stock when received.

RESIST also receives occasional bequests. Bequests are a donor's intention to provide a portion of his/her estate to RESIST for its general funds. All amounts stated in a bequest are subject to change based upon the remaining value of estate assets after all debts and obligations have been fulfilled. Therefore, such donations are not recognized as contribution revenue until the ultimate gifts are received. During the years ended December 31, 2010 and 2009, contribution revenue from bequests amounted to \$373,753 and \$51,227, respectively. For the year ended December 31, 2010, two bequests accounted for approximately one-third of total support and revenue.

Contributions, including unconditional promises to give, are recognized as revenues in the period received. Conditional promises to give are not recognized until they become unconditional, that is, at the time when the conditions on which they depend are substantially met.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 3 (Continued)

Contributions of assets other than cash are reported at their estimated fair value. Multi-year commitments are recognized in the year during which the initial commitment was made. Contributions to be received after one year are discounted at an appropriate discount rate commensurate with the risk involved, when such amounts are considered material.

Support that is restricted by the donor is reported as an increase in temporarily or permanently restricted net assets depending on the nature of the restriction until the restriction expires, at which time temporarily restricted net assets are reclassified to unrestricted net assets.

Donated Goods and Services:

In accordance with generally accepted accounting principles, RESIST maintains a policy whereby the value of the donated goods and services which requires a specialized skill and/or which would have otherwise been purchased by the Organization are recognized as in-kind revenue with a corresponding increase in functional expenses, or fixed assets. Donations of property, material and services are reflected as *In-Kind Donations* in the accompanying Statement of Activities at their fair value at the date of receipt. For the years ended December 31, 2010 and 2009, there were no in-kind donations which met the recognition criteria.

Functional Expenses:

In accordance with generally accepted accounting principles, the Organization allocates its expenses on a functional basis among its various programs and support services. Expenses that can be identified with a specific program and support service are allocated directly according to their natural expense classification. Other expenses that are common to several functions are allocated according to space and time usage. Supporting services are those related to operating and managing RESIST, Inc. and its programs on a day-to-day basis. Supporting services have been sub-classified as follows:

Administrative - includes all activities related to RESIST, Inc.'s internal management and accounting for program services.

Fund Raising - includes all activities related to maintaining contributor information, direct and indirect costs of special fund raising events, distribution of materials and other similar projects related to the procurement of funds and volunteer services for the Organization's programs. For the years ended December 31, 2010 and 2009, total fund raising expenses amounted to \$182,864 and \$171,747, respectively.

Tax Position:

Accounting Standards for Income Taxes provide detailed guidance for the financial statement recognition, measurement and disclosure of uncertain tax positions recognized in an organization's financial statements. The Organization adopted the provisions of this standard on January 1, 2009. The implementation of this standard did not have any impact on the financial position or net assets of the Organization.

The primary tax positions made by the Organization are the existence of Unrelated Business Income Tax and the Organization's status as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 3 (Continued)

The Organization currently evaluates all tax positions, and makes a determination regarding the likelihood of those positions being upheld under review. For the years presented, the Organization has not recognized any tax benefits or loss contingencies for uncertain tax positions based on this evaluation. All tax periods prior to 2007 are no longer subject to examination by tax authorities.

NOTE 4 INVENTORY AND T-SHIRT SALES

T-shirts and tote bags illustrating RESIST's purpose are sold on a small scale. Inventories of unsold items are stated at cost.

NOTE 5 PROPERTY AND EQUIPMENT

The following table is a summary of the Organization's property and equipment as of December 31, 2010 and 2009:

<u>Asset Category</u>	<u>Est. Life</u>	<u>Cost</u>	<u>Accum. Depreciation</u>	<u>Net Book Value</u>	<u>Prior Year</u>
Office and Computer Equipment	5	\$15,546	\$11,774	\$3,772	\$ 938
Leasehold Improvements	10	<u>15,065</u>	<u>15,065</u>	-	<u>467</u>
Total		<u>\$30,611</u>	<u>\$26,839</u>	<u>\$3,772</u>	<u>\$1,405</u>

Depreciation Expense was \$1,209 and \$1,034 for the years ended December 31, 2010 and 2009, respectively. During 2010, fully depreciated computer equipment with an original cost of \$6,705 was deemed obsolete and removed from service. As the equipment was fully depreciated, this disposal did not have an impact on the change in net assets.

NOTE 6 INVESTMENTS

Occasionally, RESIST, Inc. receives donations of stocks which are recorded as contribution revenue when received. In addition, RESIST, Inc. maintains investment accounts which are held by Morgan Stanley. Investments which are Board designated are classified as long-term investments because those assets are not intended for use in the current operating budget. The remaining investments are classified as current, as they may be available for current activities. For the years presented, all investments were considered to be long-term. All investments included in the accompanying financial statements are valued with Level 1 inputs. Components of Investment Return for the years ended December 31, 2010 and 2009 are as follows:

	<u>2010</u>	<u>2009</u>
Dividend and Interest Income	\$ 4,927	\$ 4,977
Unrealized Portfolio Gains (Losses) *	26,387	30,030
Realized Gains (Losses) on Investment Sales	<u>2,697</u>	<u>(9,825)</u>
Total	<u>\$34,011</u>	<u>\$25,182</u>

* This balance may include reclassification of previously recognized unrealized losses which are reported as realized gains and losses in the period of the actual sale.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 6 (Continued)

Investment costs and unrealized gains and losses consisted of the following balances as of December 31, 2010 and 2009:

	<u>December 31, 2010</u>			
	<u>Cost/ Basis</u>	<u>Unrealized Gains</u>	<u>Unrealized Losses</u>	<u>Fair Value</u>
Cash Equivalents	\$250,139	\$ -	\$ -	\$250,139
Certificates of Deposit	150,000	125	-	150,125
Municipal Bonds	17,155	-	(288)	16,867
Marketable Equity Securities	110,035	16,761	(1,302)	125,495
Mutual Funds	<u>112,340</u>	<u>8,858</u>	<u>-</u>	<u>121,198</u>
Totals	<u>\$639,669</u>	<u>\$25,745</u>	<u>\$(1,590)</u>	<u>\$663,824</u>

	<u>December 31, 2009</u>			
	<u>Cost/ Basis</u>	<u>Unrealized Gains</u>	<u>Unrealized Losses</u>	<u>Fair Value</u>
Cash Equivalents	\$128,635	\$ -	\$ -	\$128,635
Certificates of Deposit	185,000	34	(47)	184,987
Municipal Bonds	17,155	-	-	17,155
Marketable Equity Securities	83,503	-	(867)	82,636
Mutual Funds	<u>68,636</u>	<u>-</u>	<u>(2,092)</u>	<u>66,544</u>
Totals	<u>\$482,929</u>	<u>\$ 34</u>	<u>\$(3,006)</u>	<u>\$479,957</u>

NOTE 7 DESIGNATIONS OF NET ASSETS

Unrestricted net assets of the Organization include the following funds which represent unrestricted resources designated by the Board of Directors for specific purposes.

<u>Fund</u>	<u>Cumulative Contributions/ Designations</u>	<u>Cumulative Expenditures</u>	<u>Net Asset Balance 12/31/2010</u>
Cohen Fund	\$ 10,000	\$ 6,560	\$ 12,337
Salzman Fund	65,430	45,590	79,181
Holmes Fund	25,299	7,000	19,457
Kurtz Fund	10,720	500	11,519
Schleimer Fund	386,818	500	315,288
Baker Memorial Fund	15,000	-	14,641
Baker Grant Reserve	150,000	-	151,401
Operating Reserve	<u>60,000</u>	<u>-</u>	<u>60,000</u>
Total	<u>\$723,267</u>	<u>\$60,150</u>	<u>\$663,824</u>

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 8 SPECIAL FUND RAISING EVENT

Revenue from special fund raising events is reflected on the Statement of Activities net of the direct costs of the events, while indirect costs of special events, the costs associated with direct mail and annual appeal campaigns are reported as fund raising expenses on the Statement of Functional Expenses. Indirect event costs include: printing, postage, consulting and other incidental costs of fund raising events. During 2009, RESIST held an on-line auction which generated the following revenue:

Proceeds from Sale of Auction Items	\$13,119
Less: Direct Costs of Event	<u>(2,053)</u>
Net Event Proceeds	<u>\$11,066</u>

NOTE 9 GRANTS AWARDED

The RESIST Board of Directors raised the maximum grant award from \$600 to \$800 in 1992; to \$1,000 in 1995; to \$2,000 in 1999; and to \$3,000 in 2001. Beginning in 2011, awards for general support and multi-year grants will be increased to \$4,000.

In 2010 RESIST made grant awards totaling \$321,157. Of these awards, 185 grants totaling \$283,157 were distributed, including \$39,000 on multi-year commitments which were awarded and recorded in prior years. During 2010, 9 new multi-year grants were awarded in the amount of \$11,000 each to be paid out over a three-year period, \$27,000 of which was distributed in 2010 and an additional liability of \$72,000 was recorded to reflect funding obligations due on these grants over the subsequent two-year period. As of December 31, 2010, the liability for future commitments was increased to reflect the new \$4,000 funding policy.

The liability arising from multi-year commitments which is expected to be paid within one year of the statement of financial position date is classified as current. The remaining future obligation is categorized as non-current.

As of December 31, 2010 and 2009, the liability for grants payable scheduled for future payment is as follows:

<u>Payable in Fiscal Year Ending:</u>	<u>Liability</u>	
	<u>2010</u>	<u>2009</u>
December 31, 2010	\$ -	\$39,000
December 31, 2011	59,300	15,000
December 31, 2012	<u>36,000</u>	<u>-</u>
Total Future Funding Commitment	<u>\$95,300</u>	<u>\$54,000</u>

The ultimate payment of these grants is contingent upon the recipients' ability to continue to meet the award criteria and is subject to re-evaluation prior to payment.

NOTE 10 NEWSLETTER EXPENSE/JOINT COSTS

Newsletters are sent six times per year to contributors, grantees, libraries, nonprofit organizations and others. The costs of printing and distributing the newsletter are allocated between fund raising cost and program expense based on the content of each issue.

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 10 *(Continued)*

A summary of the functional allocation of newsletter costs is listed below:

	<u>2010</u>	<u>2009</u>
Fund Raising	\$ 2,173	\$ 2,031
Newsletter Program Cost	<u>34,038</u>	<u>34,237</u>
Total	<u>\$36,211</u>	<u>\$36,268</u>

NOTE 11 OPERATING LEASE COMMITMENTS

RESIST occupies approximately 1,500 square feet of office space pursuant to a lease in effect through March 15, 2007, which was verbally extended through March 15, 2008. A new 5-year lease was executed, commencing March 15, 2008 which established the base annual rent at \$39,150 plus \$5,400 for storage rental. The lease is subject to annual increases as scheduled below. A subtenant rents approximately 40% of the space, for a prorated portion of the cost, under identical terms. Occupancy costs are stated net of subtenant payments. As of December 31, 2010, the future minimum lease obligation arising from this commitment is scheduled below:

<u>Year Ending</u>	<u>Gross Rent</u>	<u>Sublease</u>	<u>Net Cost</u>
December 31, 2011	\$ 48,150	\$19,260	\$28,890
December 31, 2012	50,265	20,106	30,159
December 31, 2013	<u>12,705</u>	<u>5,082</u>	<u>7,623</u>
Total	<u>\$111,120</u>	<u>\$44,448</u>	<u>\$66,672</u>

A deposit of \$2,000 was paid to secure the lease; and a utility deposit of \$230 was also paid. The sublessor has in turn paid deposits of \$1,750 to RESIST.

RESIST, Inc. routinely rents office equipment such as postage meters which are properly classified as operating leases and, therefore, are charged to expense as the costs are incurred. In July 2008, a 60-month lease was executed whereby RESIST rents copier equipment at a monthly cost of \$222.

The aggregate future minimum lease obligation arising from the above commitments is scheduled below:

<u>Year Ending</u>	<u>Net Facility Rent</u>	<u>Copier Equipment</u>	<u>Total Lease Obligation</u>
December 31, 2011	\$28,890	\$3,058	\$31,948
December 31, 2012	30,159	3,058	33,217
December 31, 2013	<u>7,623</u>	<u>1,529</u>	<u>9,152</u>
Total	<u>\$66,672</u>	<u>\$7,645</u>	<u>\$74,317</u>

RESIST, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2010

(Continued)

NOTE 12 EMPLOYEE BENEFIT PLANS

Two tax-deferred retirement plans are offered to employees under Internal Revenue Code section 403(b), through which eligible employees who have completed a probationary period of six months may elect to defer up to 15% of their wages. RESIST matches the first 4% that employees contribute, and the combined contribution by the Organization amounted to \$6,316 and \$6,736 for the years ended December 31, 2010 and 2009, respectively.

NOTE 13 RELATED PARTY TRANSACTIONS

The Staff of RESIST also serve as voting members of the Organization's Board of Directors. In each of the years presented, an employee served as the Clerk of the Corporation.

NOTE 14 SUBSEQUENT EVENTS

Management is required to consider events subsequent to the financial statement date for potential adjustment to or disclosure in the financial statements. Therefore, Management has evaluated subsequent events through May 6, 2011, the date which the financial statements were available for issue, and noted no events which met the criteria.

SCHEDULE A

RESIST, INC.

SCHEDULE OF BOARD DESIGNATED NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2010

	COHEN MEMORIAL FUND	SALZMAN FUND	HOLMES FUND	KURTZ FUND	BAKER MEMORIAL FUND	BAKER BEQUEST FUND	SCHLEIMER FUND	BOARD RESERVE	TOTAL
<u>NET ASSETS - JANUARY 1, 2010</u>	<u>\$ 11,436</u>	<u>\$ 74,894</u>	<u>\$ 17,350</u>	<u>\$ 10,368</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 305,909</u>	<u>\$ 60,000</u>	<u>\$ 479,957</u>
<i>Additions to Designated Net Assets:</i>									
Additional Board Designations	-	-	225	250	15,000	150,000	-	1,850	167,325
Loan Repayments	-	-	-	-	-	-	27,000	-	27,000
Investment Income:									
Interest and Dividends	85	443	145	85	9	85	4,073	2	4,927
Realized Gains on Investments	305	1,589	519	305	31	305	1,495	-	4,549
Unrealized Gains on Investments	<u>1,025</u>	<u>5,329</u>	<u>1,743</u>	<u>1,025</u>	<u>103</u>	<u>1,025</u>	<u>17,565</u>	<u>-</u>	<u>27,815</u>
Total Additions to Designated Net Assets	<u>1,415</u>	<u>7,361</u>	<u>2,632</u>	<u>1,665</u>	<u>15,143</u>	<u>151,415</u>	<u>50,133</u>	<u>1,852</u>	<u>231,616</u>
<i>Reductions to Designated Net Assets:</i>									
Loans to Operations	-	-	-	-	-	-	(38,000)	-	(38,000)
Grants Paid Out	(500)	(3,000)	(500)	(500)	(500)	-	-	-	(5,000)
Investment Income Transferred to Operations	-	-	-	-	-	-	-	-	-
Investment Fees	(14)	(74)	(25)	(14)	(2)	(14)	(1,326)	-	(1,469)
Realized Losses on Investments	-	-	-	-	-	-	-	(1,852)	(1,852)
Unrealized Losses on Investments	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(1,428)</u>	<u>-</u>	<u>(1,428)</u>
Total Reductions to Designated Net Assets	<u>(514)</u>	<u>(3,074)</u>	<u>(525)</u>	<u>(514)</u>	<u>(502)</u>	<u>(14)</u>	<u>(40,754)</u>	<u>(1,852)</u>	<u>(47,749)</u>
<u>NET ASSETS - DECEMBER 31, 2010</u>	<u>\$ 12,337</u>	<u>\$ 79,181</u>	<u>\$ 19,457</u>	<u>\$ 11,519</u>	<u>\$ 14,641</u>	<u>\$ 151,401</u>	<u>\$ 315,288</u>	<u>\$ 60,000</u>	<u>\$ 663,824</u>

SCHEDULE BRESIST, INC.

SCHEDULE OF BOARD DESIGNATED NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2009

	RESIST LOAN FUND	COHEN MEMORIAL FUND	SALZMAN FUND	RESIST FUND	HOLMES FUND	KURTZ FUND	SCHLEIMER FUND	BOARD RESERVE	TOTAL
<u>NET ASSETS - JANUARY 1, 2009</u>	<u>\$ 12,715</u>	<u>\$ 10,997</u>	<u>\$ 75,018</u>	<u>\$ 5,000</u>	<u>\$ 17,034</u>	<u>\$ 8,625</u>	<u>\$ 287,695</u>	<u>\$ 60,000</u>	<u>\$ 477,084</u>
<i>Additions to Designated Net Assets:</i>									
Additional Board Designations	-	-	-	-	150	1,845	18,000	1,104	21,099
Investment Income:									
Interest and Dividends	-	144	943	-	218	130	3,464	78	4,977
Realized Gains on Investments	-	-	-	-	-	-	-	-	-
Unrealized Gains on Investments	-	310	2,030	-	470	281	26,880	929	30,900
Total Additions to Designated Net Assets	-	454	2,973	-	838	2,256	48,344	2,111	56,976
<i>Reductions to Designated Net Assets:</i>									
Board Removal of Designations	(12,715)	-	-	(5,000)	-	-	-	-	(17,715)
Loans to Operations	-	-	-	-	-	-	(20,000)	-	(20,000)
Grants Paid Out	-	-	(3,000)	-	(500)	(500)	-	-	(4,000)
Investment Income Transferred to Operations	-	-	-	-	-	-	-	-	-
Investment Fees	-	(15)	(97)	-	(22)	(13)	(1,019)	(527)	(1,693)
Realized Losses on Investments	-	-	-	-	-	-	(8,241)	(1,584)	(9,825)
Unrealized Losses on Investments	-	-	-	-	-	-	(870)	-	(870)
Total Reductions to Designated Net Assets	(12,715)	(15)	(3,097)	(5,000)	(522)	(513)	(30,130)	(2,111)	(54,103)
<u>NET ASSETS - DECEMBER 31, 2009</u>	<u>\$ -</u>	<u>\$ 11,436</u>	<u>\$ 74,894</u>	<u>\$ -</u>	<u>\$ 17,350</u>	<u>\$ 10,368</u>	<u>\$ 305,909</u>	<u>\$ 60,000</u>	<u>\$ 479,957</u>

Philippine Political Parties

Name	Abbr.	Leader	Ideology	Position	International	House Seats	Senate Seats	Notes
Major Political Parties								
Liberal Party	LP	President Noynoy Aquino and Manuel "Mar" Roxas II	Liberalism, Social liberalism	Center-left	Liberal International Alliance of Democrats, Council of Asian Liberals and Democrats	118	4	originally the Nacionalista Party-Roxas Wing; member of the Aquino-Laurel 1986 UNIDO
Lakas-Kabalikang Malayang Pilipino-Christian Muslim Democrats	Lakas Kampi CMD	Gloria Macapagal-Arroyo	Christian democracy, Islamic democracy	Center	Centrist Democrat International	45	4	merged from Lakas-CMD (member of Corazon Aquino's UNIDO) and KAMPI
Nationalist People's Coalition	NPC	Eduardo Cojuangco, Jr.	Nationalism	Center	none	32	2	offshoot of the Nacionalista Party; formerly known as Partido Pilipino
Nacionalista Party	NP	Manuel Villar, Jr.	Liberal conservatism, Neoliberalism	Center-right	none	22	4	oldest political party in the Philippines
Pwersa ng Masang Pilipino	PMP	Joseph Estrada	Populism	Center-left	none	5	2	
Laban ng Demokratikong Pilipino	LDP	Edgardo Angara	Social conservatism	Center-right	none	1	1	member of Corazon Aquino's UNIDO
Kilusang Bagong Lipunan	KBL	Imelda Marcos	National conservatism	Right	none	1	0	offshoot of the Nacionalista Party
Partido Demokratiko Pilipino-Lakas ng Bayan	PDP-Laban	Aquilino Pimentel, Jr.	Social democracy, Social conservatism	Center-left	none	2	0	member of Corazon Aquino's UNIDO
Parties Represented in Congress								
Akbayan Citizens Action Party	AKBAYAN	Percival Cendana	Democratic socialism, socialist feminism, participatory socialism	Left	Socialist International	2	0	began in 1998
People's Reform Party	PRP	Miriam Defensor-Santiago	Christian Democracy, Feminism	Center	none	0	1	
Workers and Peasants Party	WPP	Jose Malvar Villegas	Labor Movement	Center-Left	none	1	0	Formerly Lapiang Manggagawa (LM; Labor Party); formerly under coalition with Partido Para sa Demokratikong Reporma (Reporma; Party for Democratic Reform)
Not Registered								
Communist Party of the Philippines	CCP	Jose Maria Sison	Maoism	Far-Left		0	0	Offshoot of the Partido Komunista ng Pilipinas-1930
Offshoot of the Partido Komunista ng Pilipinas-1930	PKP-1930	Pedro Baguisa	Communism	Far-Left		0	0	Philippine Communist Party

Direct Action Community Organizing Consulting

5.18.11

Dear Members of the Board of RESIST:

Thank you for this opportunity to write to you about my interest in joining the RESIST Board. For the past ten years, I worked with immigrant worker organizations that were RESIST grantees (United Workers Committee of Progreso Latino and subsequently Fuerza Laboral—Power of Workers). Throughout this time, RESIST helped connect us to resources to grow and celebrated our victories with us as family. RESIST believed in Fuerza Laboral when we were just starting out and helped us make our dreams a reality. And in talking to other grantees I know this is not an uncommon story.

I came to this work through a group of friends I met in my late teens who were involved in campus activism and really developed my political consciousness. Some of us went to the WTO demonstration in Seattle in 1999 and witnessed the extent to which the state will use violence to protect private property over the rights of people. Many of these friends went on to organize for or start direct action community organizations, some of which have been funded by RESIST (PrYSM, Teach Our Children). I first experienced direct action on the job in my early 20s when my coworkers and I were not paid, and when layoffs were happening without notice. We went to our boss's house one night with a list of changes we wanted to see, and won our pay and all of our demands, including job-sharing instead of layoffs. So not only were our material needs met, but the balance of power in the organization profoundly shifted. Soon after, I went to Guatemala and connected with a community-based union that organizes all workers regardless of trade. I learned from their example how the struggles for better working conditions and the struggle for a more just society can be combined.

My family and I moved to Boston this past year and I feel that being part of RESIST would connect me deeply with outstanding organizing locally and nationally. I would hope to bring to the table experience with direct action organizing and organizational development, along with bilingual capacity in Spanish. I have a personal rule that I can only be on one Board at a time because I would want to bring my all to my role as a Board member. I am currently transitioning off of a Board I have been a member of for over seven years where I worked as part of the Executive Transition team, visioning/ strategic planning, and personnel committee.

I am inspired by RESIST's bold vision and focus on organizations who are outside the mainstream funding sources. I would love to have the opportunity to be a part of RESIST's Board to support, connect and lift up the work that is moving us towards a more just world. Please don't hesitate to contact me with any questions.

Pa'lante,
Greg Pehrson

Gregory Pehrson

7 Bailey Street #1, Boston, MA 02124

Cell: 401-439-8229 Email: gregorypehrson@gmail.com Web: www.gregpehrson.org

EDUCATION:

- BA Sociology, Brown University, May 2000
- RI Teacher Certification, Undergraduate Teacher Education Program in Social Studies, Brown University, December 2000

LANGUAGES:

- Oral and Written Fluency in Spanish
- Currently Studying Portuguese
- Microsoft Office, PC and Macintosh Operating Systems

ORGANIZING EXPERIENCE:

Independent Consultant, www.gregpehrson.org, December 2010-current

Consult with community organizations with a focus on moving from advocacy to direct action. Translation/ interpretation. Grantwriting. Workshop facilitation. Performance of songs and stories of organizing. Also serve as a trainer for National People's Action's Racial Justice Project.

Energy Team Co-Coordinator, National People's Action, March 2011

Managed the look and feel of seven national level direct actions by coordinating logistics for over 600 visuals and sound/ chants. Built a team of 45 members of grassroots organizations from around the country to ensure proper distribution of visuals and keep the crowd of over 700 people on message with the chants.

Founding Executive Director, Fuerza Laboral, September 2006-November 2010

Build member-led organization of low-income and immigrant workers to achieve justice in their jobs and community through direct action. Administration and development: foundation-based and grassroots fundraising, structural development, achievement of 501c3 status. Grassroots-based board training and development. Staff training in organizing, strategy, outreach, member/ leader development. Build relationships with local and national organizations. Coordinate internal and external communication through newsletters and radio. Coordinate leader development program. Successfully transitioned organization to a new director through a year-long process with member-leaders in the role of transition team.

Trainer/ Organizer, Open Table of Christ Church, March 2006-August 2006

Under a 6 month contract, developed curriculum for reproduceable small groups focused on personal transformation, community building, and social justice action. Created training manual. Trained 12 leaders in the model to form their own small groups.

Program Director/ Lead Organizer, United Workers Committee at Progreso Latino, November 2003-February 2006

Organize membership-based group of immigrant workers in taking collective action against discrimination, exploitation, and unpaid wages. Empower leaders through strategic planning and role-playing to be powerful spokespeople in their own communities/ workplaces and speak truth to power to achieve change. Develop

and conduct original, reproduceable trainings on workers' rights. Develop and conduct multi-week leadership trainings. Build local and national alliances with social justice groups. Grant writing and administrative duties.

Program Support, United Workers Committee at Progreso Latino, November 2001-October 2003

Strategic research into local cases of injustice against immigrant workers, grant research and writing, communication with national and local ally organizations, translation English/Spanish (oral/written)

Intern, Union de Trabajadores de Quetzaltenango, Guatemala, Summer 2001

Translation of documents, office and general support, for a union that organizes the informal sector

TEACHING/ TRAINING EXPERIENCE:

Organizer Trainer, National Training Team, National Training and Information Center, September 2006 --2009

Create and facilitate original training designs on defining organizing, self-evaluation, campaign development, strategy and tactics, anger, and leadership development for new/ emerging and mid-level community organizers. Conducted outreach and coordinated logistics for a northeast regional satellite training.

Middle School Teacher, Wellspring Community School (now defunct), January 2001-June 2001

Created curriculum and taught 4th-8th grade social studies and language arts classes

Student Teaching, Community Preparatory School, August 2000-December 2000

Developed and taught 6/7th grade social studies –Ancient Civilizations Part I

Program Staff, Camp Aldersgate, Summers 1996-1999, 2002

- Created and implemented programs in new games, group cooperative challenges, ropes courses, outdoor survival, sports, nature, art/crafts, music, and meditation with groups of children ages 6-18, families, older adults, and youth and adults with special needs
- Designed and directed the following overnight camps: Elementary Horseback Riding (1997), Elementary and Junior High Adventure Camp (1998, 2002), Unplugged Music Camp (1999 and 2000)
- Planned, organized and conducted a Junior/Senior High band class at Living Arts Camp, one week each summer, 1996-2000, 2002
- Leadership positions: Program Director (2002), Co-Program Director (1999), Assistant Program Director (1998), Staff Trainer (1998-2000, 2002).
- Member of Camp Aldersgate Board of Directors, August 2004-Current

REFERENCES:

- George Goehl and Kelley Ford, National People's Action, 312-243-3035
- Mario Bueno, Executive Director, Progreso Latino, 401-728-5920
- Fred Ordoñez, Executive Director, Direct Action for Rights and Equality (DARE) 401-351-6960

Nelson Salazar
Letter to Resist

Being a non-native speaker, writing is one of my worst nightmares. I feel that language can be another way to keep oppressing people. I was born in El Salvador and at the beginning of the civil war in late 70's did not have any choice but to flee.

Came to the United States and like many immigrants, I started working as a dishwasher in a local restaurant. I worked in restaurants for about 10 years. Then decided to go to school and applied to UMASS-Boston. Attended the College of Public and Community Service and graduated in 1996 majoring in Human Services and Community Planning. I decided to go to this college because of their mission and the people attending. The majority if not all of us are older students seeking to make a difference in our communities. The college provided me with a great understanding of the struggles people have gone through in the Greater Boston area as well as in the United States trying to achieve social justice.

Meanwhile, I was working at Centro Presente, in Cambridge it was during that time when the Temporary Protected Status (TPS) was passed for Salvadorans and became the coordinator of that program. Based on the numbers, we were the third agency in the United States to register the most Salvadorans in the country. In order to achieve this, I recruited and trained ESL students. It was a model to put on practice their learning and to empower themselves.

Presently I am working full time with the Somerville Mental Health Association – Early Head Start as the Parent Involvement Coordinator and part time with the Somerville Center for Adult Learning Experience (SCALE) as ELL Counselor. In SCALE all of us are part of different unions. I am part of the SCALE Employees Union (SEU) a unit of the Somerville Teachers Association. Presently I am the chief steward of the SEU

I would like to be on the RESIST Board because I heard that you provide excellent food during your meetings and I can get great discounts at Starbucks (just kidding). Working two jobs and a single father of a young adult it is hard to commit yourself into more. However, knowing that you only meet six times a year and is on Sundays and is a two years commitment, I feel that I can do it. Given my vast experience working with local non-profits it's a good way to know what other organizations are doing around the country and work with them to make a change in the country.

Nelson Salazar

10 Virginia Street Somerville MA 02145
(617) 718-1804

Education

Tufts University - Medford, MA

Master Public Policy - 2008

Major: Community Development/Education and Race/Class Social Policy

University of Massachusetts - Boston, MA

Bachelors in Arts and Sciences - 1996

Combined Major: Human Services and Community Planning

Bunker Hill Community College, Charlestown, MA

Associate Degree – Science - 1984

Work Experience

2007 – Present Somerville Mental Health Association

Somerville, MA

- Parent Involvement Coordinator – Early Head Start
- Develops recruitment materials and processes to inform local media, community agencies, churches and public schools about recruitment activities and schedules, including agencies that service children with disabilities.
- Ensures recruitment materials are translated in English, Spanish, Haitian Creole and Portuguese.
- Reviews and revises recruitment procedures as needed.
- Develops, coordinates, implements and monitors recruitment schedule.
- Monitors activities to ensure quality and consistency in the interviewing, distribution of information, enrollment and placement.
- Ensures that the program is fully enrolled at all times by monitoring vacancies.
- Coordinates and implements screening committees to include Early Head Start parents, a Policy Council representative, a Family Services Specialist and others as deemed necessary.
- Establishes and maintains partnership with grassroots, local and governmental agencies.
- Provides or facilitates parenting classes, leadership training workshops, etc. to staff and Early Head Start parents.
- Represents Early Head Start parents at community meetings.

2005 – Present Somerville Center for Adult Learning Experiences (SCALE) Somerville, MA

Student Counselor

- Provide students basic survival, academic, and personal counseling services.
- Provide students referral counseling services for psychological, economic, and emotional needs of students.
- Provide students with information about training opportunities, occupational choices, career evaluation, and educational opportunities.
- Coordinate with Program Administrator to provide intake, testing, orientation, and appropriate placement of new students.
- Coordinate with Program Administrator to create and implement department counseling activities.
- Monitor student progress and maintain the class lists per DOE and department policy/procedures.
- Maintain student records including wait lists, attendance, test results and progress as indicated by the MA Department of Education SMARTT System.
- Continue the counseling role by supporting student retention and follow-up.

2000 - 2006 The Welcome Project

Somerville, MA

Executive Director

- Assisted Board of Directors in recruiting, orienting and training new board members in order to ensure a strong and diverse membership. Assisted and advised the Board of Directors in its policies making and oversight functions in order to ensure organizational integrity and community control.
- Hired, supervised, evaluated and terminated staff in order to ensure quality programming and consumer service.
- Insured that the organization meets its operating budget by identifying public and private sector sources of grant and contract support, preparing proposals, negotiating contracts, and maintaining relationships with funding sources.
- Insured fiscal integrity of the organization through proper bookkeeping and accounting methods and preparation of budgets and financial reports.
- Represented the organization to the public and facilitated collaboration between the Mystic Tenant Association, the Somerville Housing Authority, and other community agencies so that the organization played a key leadership role in the Somerville community.

1994-2000 Concilio Hispano de Cambridge

Somerville/Cambridge, MA

Community Programs Director

- Assisted Executive Director in the development of resources and implementation of agency's mission and strategic plan. Oversee technology plan and other agency projects
- Hired and provide support to program coordinators.
- Responsible for overall planning, implementation and operation of the Adult Education, Youth Development, Community Health and prevention, Interpreters and Translations and Information and Referral components.
- Responsible of bringing unrestricted funding to community programs

Youth Program Coordinator

- Oversaw program planning, development, implementation, and outcomes
- Established working relationships with high school administrators, teaching and guidance counselors, local colleges and universities, youth and community services providers and local teen centers.

1992-1994 Human Services Department-City of Cambridge

Cambridge, MA

Community Prevention Network Coordinator

- Recruited and worked with community groups to form and provide technical assistance to the development of a community Prevention Network
- Facilitated involvement of neighborhood groups and residents in the new Substance Abuse Task Force
- Worked with community and social service providers to develop written materials in English and Spanish and other products about community-based prevention efforts

1990-1992 Centro Presente

Cambridge, MA

Legal Rights Promoter/Paralegal

- Made initial contact with client seeking immigration and legal advice
- Determined whether clients had viable political asylum claims
- Assisted clients in immigration detention, aided relatives in filing forms required paying bonds.

Notary Public – Commission Expires May 18th 2012

PRIORITIES FOR RESIST COMMUNICATIONS WORK

May–October 2011

Minutes from May 2, 2011 Communication Committee Meeting

1. Coordinate with Ravi and Nancy Greenhouse (RESIST's direct mail fundraising consultant) about all RESIST communication with donors

GOALS:

- Streamline RESIST's messaging so that we'll have more impact on donors.
- Facilitate better internal communication.

METHODS:

- Work with Ravi to create year-long calendar that contains all donor communication, paper and online
- Meet once/month with Ravi to coordinate messaging and share ideas

2. Increase our number of followers/friends/subscribers.

GOALS:

- Grow the organization as a whole.
- Gain more visibility for RESIST.
- Increase donations by cultivating a broader donor base and creating more avenues for donors to establish connections with RESIST and our grantees.

METHODS:

- Send two emails per month
- Post 4 original (not just reposted) Facebook status updates per week
- Post 4 original Tweets per week, plus 2 retweets

3. Share more of our grantee stories

GOALS:

- Make storytelling a regular part of our work.
- Get donors more excited about work of RESIST.
- Raise more money.

METHODS:

- At least one email update/month will focus on grantee stories
- Submit one *Newsletter* article or original piece/month to an outside publishing source like Common Dreams or AlterNet, blogs, comments, etc.
- Work with Paul Venuti, our website support person, to create an area on our website for grantee stories

4. Involve the Board more in communications work

GOALS:

- Expand and strengthen our reach and voice.

Communications Committee Minutes

March 2, 2011

Present: Carol, Marc, Christy (minutes)

Agenda

1. Changing Newsletter cycle

Jaime recommended that we go from six newsletters per year to four, and that I use the time freed up by that to focus more on internal communications and higher priority tasks. I'd love to hear your thoughts on this, and I'd like to see us make a decision about it as well – to either decide to go down to 4 issues or to affirm that we'll stay at 6.

2. Setting communications priorities

Jaime had another recommendation that I really liked, and that is that each staff person should work together with her committee to set priorities for the coming six months. She recommended setting one or two main priorities for the six-month time period. (These would be items that I would be evaluated on during our yearly staff evaluations.)

3. Website question

(It may help if everyone is able to be looking at a computer during this section) I want to ask for your opinion about the "Grantees in the News" badge on the front page – where and how it links to stories.

1. CHANGING NEWSLETTER CYCLE

We all agree that going down to four, possibly three, Newsletters is a good idea. We agree that RESIST needs to move more into email communications – and that we need to be thinking how online communications go together with the Newsletter.

We need this to be a part of a general shift to more online back-and-forth communication with our supporters (and donors) and to more online fundraising work.

Carol would really like to see this position changing from one where the Communications Director spends 90% of their time on the Newsletter to one where maybe 40% of the work is the paper Newsletter – and an equitable amount of time is spent on social media, website, base communication, etc

Our biggest change was going from 10 issues per year to 6. The Newsletter is already kind of off-cycle with the pledges, so it's not integral in that way.

One idea is that the email version of the Newsletter could be one article every month, while the print version could be a compendium.

Timing

Yes, it will be less timely, but the main point is still creating a platform for grantees to tell their stories (and sometimes telling the stories of the grantees)

Staff will need to think about timing of each issue. If there are four solicitations, send NL the month before those – have the fresh feel of what organizing is happening. Going down

to either 3 or 4 issues is fine for Carol. Doesn't make too much of a difference for her. If we're trying to time it with the appeals, 4 probably makes more sense.

Length of issues

We should not lengthen the Newsletters to make up for dropping two issues. A shorter Newsletter is more likely to be read. The first issue of the year being 12 pages is important – this is why we're great, this is everything we've done in a year. Then if another one's going to be 12 pages, it might be nice to have a rationale we can promote – this one has a special 4-page feature on "xxxx...."

Twelve pages is good only if there's a lot to say – but if you feel like you have to fill it up or if you don't take the time to edit down a longer piece to distill it – 8 is fine.

Remember we always have the option to include an insert or blurb about reading the whole story on the website. In that vein, Marc wonders about including more, shorter articles, like the "Grantees in the News" piece Christy has done a few times. Then point people to the website to read more.

Financial implications

In 2010, we made \$5,000 on the *Newsletter* – which is consistent with previous years (except for 2009, when it brought in nearly \$14,000). Keep in mind that these figures do not take staff salary into account. Including that, we would definitely not be making money on the *Newsletter* (maybe breaking even in 2009 with that spike in revenue), although Robin pointed out that it's hard to draw a line to figure out what prompts people to send it money, whether it's a Newsletter or an appeal – and that all our mailings work together.

We'll want to look at the fundraising impact of dropping 2 or 3 issues. In one year, we should reevaluate this decision to make sure we're not losing too much money. If it does seem like we brought in less money from the Newsletter (without an online jump), we should look at how much less and how significant it is.

2. COMMUNICATIONS PRIORITIES

DISCUSSION:

For Carol, a priority would be social networking: communicating through different avenues about grantee victories and internal updates, plus keeping a running list of blogs and grant stories on the website. This involves communication back and forth with our donors electronically – responding to people on FB, building relationships on FB and Twitter, etc.

We should consider re-publishing or marketing our articles and our victory stories – if we have a thought piece, put it on altnet or common dreams. Make us more visible.

We should work with development on messaging – for example, if the June funding appeal will look at youth organizing, the Newsletter could support that.

For Marc, possible priorities would be figuring out other people who should be on our list and who we should be reaching out to – to get attention to RESIST. This could be really important in helping to build our funding base.

For Carol, as far as internal communication priorities go – it makes sense for Christy to do the mechanical bits of that – board distro list, setting up mechanisms – but Carol doesn't think it makes sense for one member to coordinate meetings, etc. set up whatever

communications things need to happen, whether it involves web or communications. Don't tack on IT stuff to this position.

We should work to free up Christy's time to do more messaging and fundraising. Don't get sucked up with coming up with staff meeting agendas or making sure the server is working.

We all agree that communications priorities should gel with overall RESIST priorities, so there needs to be communication among all aspects of the work. How do we think RESIST's priorities should all fit together?

We want to synthesize these ideas into a few quantifiable goals that we could approve and then bring to the Board for approval.

Carol's initial thoughts on priorities: (1) Increase our presence in social networking. (2) Figuring out a system for regular updates about grantee victories and organizational happenings. (3) Coordinating newsletters and fundraising

Marc's initial thoughts: Yes to all of Carol's. Adding (4) Getting five articles about RESIST and our grantees in the media. Carol thought it would difficult to know what the outcome of that action will be (submitting articles and media), but if we framed it as having a goal of submitting 20 articles and tweets, then the outcome's not certain but the work is clear.

Christy's initial thoughts: (5) Having a vision of our communication with our base/donors as being more than just social media – it's our mailings, email communication and social media. Having a vision takes all of those communications into account, with goals for each one. **She needs to come up with the numbers for these goals.** She'd also like to (7) Increase sign-ups from home page and (8) Increase the number of our online donations

We'll discuss this over email and try to synthesize these ideas into 3 priorities for the coming 6 months. We will present this to the Board at the April meeting.

3. WEBSITE QUESTION

Christy presented some questions about the "Grantees in the News" badge on the front page of our website. Feedback from Marc and Carol:

- needs a grantee name there, not a headline
- let's have the top 3 plus more, add a fourth too
- link should go to grantees in the news page from there, not to an external site
- Marc likes grantee names constantly changing – either way could work for Carol

Open articles in new windows from grantees in the news page (target)

Side question: When we get news from a grantee does it go on the website anywhere? Not right now. This is something we'd all like to see happening – and it would part of Christy's vision for shifting the Newsletter cycle and freeing up more time in her schedule for promoting grantee work.

Christy will meet with our new website guy, Paul Venuti, in March.

4. NEXT STEPS

We'll take the proposal about the Newsletter cycle change to the board as a proposal at the April meeting. We'll move forward with March/April issue as is, and soliciting for the May/June issue. We know this year might be a transition time.

Let's see how email communications go and if we need another face-to-face to clarify our proposal(s), we'll make time.

Communications Committee Minutes

January 12, 2011

Present: Sarath (minutes), Carol, Marc, Christy

January/February Current Issue

- issue will include more photographs, got a great response from grantees when Christy asked for more photos
- year in funding with short intro and conclusion - shorter lead article than previous years to make space for more photos
- Christy will make sure to write about how we're raising the grant award maximum

March/April Issue

Ideas:

- Climate change and and international/grassroots organizing
 - Ann Petermen of Global Justice Ecology Project could be a writer for that issue. She was in Cancun doing great work...their budget just got too big for us, but they'd been an ongoing grantee before that.
- radical queer organizing
 - Robin met with folks from Shades of Yellow recently, a queer Hmong organization in MN. - They could also write about intergenerational organizing.
 - CAR in Little Rock. Forced the resignation of a school board member this fall who made terribly homophobic comments.
- small town activism
- donor profile
- stories from grantees who are now bigger and nationally known
- new grantees and what they bring and old grantees and what they can teach

After discussion, we decided to focus on international organizing for the March/April issue (with voices from multiple generations), holding off on queer organizing and climate change for possible May/June and July/August issues. We'd like to bring ideas to the February Board meeting and hear from Board members about what they'd like to see us cover.

February Meeting

Christy will pull together our newsletter ideas and send them out to the Board. We'll ask for input for our remaining 2011 issues.

Mass Email Analytics

Our email stats on open rates and click rates are good, high up on how nonprofits measure up. We raised \$15,000 online at the end of December, which is high for us. Christy is waiting for some analysis of how much we can trace of that back to our emails vs our paper appeals. (Do the online donations include pledges? Christy will find out.)

More and more donors are going online, the new website drew more traffic, two email campaigns in the last week of December.

In our first experiment of segmenting our list for our newsletter mass email, our rates were about the same for the two list segments. Our opt out levels were fine, which is a big thing to watch for with increasing our email volume.

Christy will segment the next few emails so we have a good sample with which to gauge success.

The Committee would like to see Christy sending out more stories of grantee victories to our list, and Christy agrees but feels like her workload is the main inhibiting factor. Folks wondered about reframing the victory emails that Robin forwards to the Board. Maybe an intern could work on that? Or hiring a consultant to do just that? Marc and Carol volunteered to take the victory snippets and being the reworking process, to email the first paragraph to Christy as a way to get the ball rolling.

Christy could still use ongoing help with the editing and copyediting of the Newsletter.

April 28, 2011

Dear Miabi, Marc and Becca,

We would like to let you all know about a situation that has arisen regarding a claim that Melissa Cariño has made for unemployment.

Roughly two weeks ago Melissa filed to receive unemployment benefits, naming RESIST as her employer. When we received the paperwork from the Department of Workforce Development, we responded that she had not been an employee, but a temporary replacement while we entered a search process. No Social Security, Medicare or state taxes were deducted from her paychecks. She received an hourly wage for work performed. As such she received a 1099 and not a W-2 from RESIST at the end of 2010.

While communicating about something else, Yafreisy mentioned to Melissa that we believed she would not qualify for unemployment benefits for the time she filled in as temporary help. Yafreisy explained that because she was brought on as a consultant, did not have taxes withheld and received a 1099 for fiscal year 2010; she would not qualify as an employee for the purposes of unemployment.

Melissa requested that we send her a copy of her 2010 1099, her last two pay stubs from 2010 and from March 2011 and on RESIST letterhead her year-to-date earnings for both years. After clarifying the issue again, we sent her the documents she requested right away.

Last week we received a four page questionnaire from the Department of Workforce Development (DWD) about the terms of her employment. Based upon the information Melissa supplied, they have sent the request to their central office for review. The questionnaire was to help them issue a decision as to whether there was in fact an employer/employee relationship between Melissa and RESIST for the period of time she worked here.

In the event that the Department finds that Melissa was an employee there are a number of potential consequences for RESIST. The penalties would be determined by whether *it was reasonable for RESIST to have known* that this was an employer/employee relationship instead of hiring an independent contractor, not whether we actually did know (Mass General Laws 151A, Section 47). After speaking with the contact person at DWD, the potential outcomes for RESIST include: 1) fines and penalties between \$5,000 and \$50,000; 2) criminal charges with potential jail time of up to 5 years (probably not in this case, but on the books); 3) payment of all taxes which should have been withheld; and 4) an increase in the cost of our unemployment rate.

In addition, if the Department finds in Melissa's favor, RESIST would need to seek reimbursement from Melissa of all portions of tax payments which should have been deducted from her paycheck.

It is our understanding that Melissa was brought on on a temporary basis while RESIST engaged in a formal hiring process for a permanent position for the title Director of Development. She was paid an hourly wage for time worked and received a 1099. She did not disagree with this description of her status at any point during her time at RESIST, nor did she raise a concern about filing her taxes using a 1099 rather than a W-2 form (used for employees).

We will continue to provide the information that the Department of Workforce Development has requested. We wanted to let the Executive Committee of the Board know about this situation, given the potential for financial consequences.

We certainly hope that we can find a way to move forward without creating any further difficulty for any of us. If you have any questions, please do not hesitate to contact us.

Yafreisy, Robin, Christy and Ravi

Executive Committee Conference Call

May 6, 2011

Present: Miabi, Becca, Marc and Ravi (notes)

The special meeting was called to address staff concern that Melissa's Unemployment Claim against RESIST, despite the fact that she was hired as a consultant, raises a potential conflict of interest with her serving on the Personnel Committee.

The Committee, after some discussion, agreed and decided that it would be best if Melissa stepped down from the Committee for the time being. Miabi will communicate the Executive Committee's decision to Melissa. We will need to inform the board of Melissa's claim and the state's decision. Miabi will give Melissa a heads-up.

There was also a feeling that in the future we need to formalize decisions, even when we are dealing with someone who is close to the organization to avoid any future misunderstandings.

Notes from Melissa & Kay's Phone Discussion, May 7, 2011

Kay contacted Melissa by phone to discuss the issue around her unemployment claim. Kay began the conversation by apologizing for this being the first time someone has talked directly with Melissa on this matter.

Melissa expressed being upset at how she learned about the situation. She feels that if someone (a fellow Board member if staff were not legally able to) reached out to her earlier, the situation would not have necessarily gotten this far and could have been resolved much sooner with no negative impact on either party - RESIST or Melissa as an unemployment claimant. However, both Kay and Melissa realized there is a problem and that we should try to resolve it as soon as possible (*please refer to next steps at bottom of notes*).

The situation is that the Massachusetts Division of Unemployment Assistance (DUA) began an investigation on Melissa's claim to determine whether she was an employee or consultant of RESIST and within the last few days, DUA determined Melissa was an employee, meaning that RESIST is now liable to pay its share of employee taxes for the duration of Melissa's employment and possibly, fines.

Because of this matter, staff met with Ragini and talked with Kay by phone (both co-Chairs of the Personnel Committee) on Thursday May 5th, to request that Melissa step down from the Personnel Committee. Staff then went to the Executive Committee who then emailed Melissa on Friday, May 6th, asking her to step down. Melissa responded by stating that she was very confused by the email correspondence and requested to discuss with someone directly. Kay contacted Melissa directly by phone on Saturday, May 7th.

On the call, as also stated in her email response, Melissa said she is very surprised about the situation. She stated she had no idea this was happening because the only communication she had recently received from DUA was that her claim was still pending. She filed her unemployment claim in MA because she was permanently relocating here due to her new financial situation and because RESIST & the job lost is based in MA.

Melissa had openly shared with two staff members - Robin and Yafreisy - that she was filing for unemployment. A couple months ago, Melissa talked with Robin about her plans to file for unemployment after she left RESIST. They did not discuss the actual process of applying and in which state at that time. In April, Melissa communicated with Yafreisy via text/email regarding her claim and the necessary paperwork.

Within the last few weeks, Melissa received a letter from DUA to submit specific paperwork as they had not yet received it from RESIST. Melissa asked Yafreisy to please submit paystubs and her W-2s to the DUA offices. Yafreisy quickly reminded Melissa that she had a 1099 and was considered a temporary consultant, rather than an employee. Melissa appreciated the reminder and asked Yafreisy to fax over the 1099 and paystubs (or summary of payments) for the requested 2011 time period. Upon confirming the fax was sent, Melissa called the DUA representative to confirm receipt.

During the call, the representative asked why it was a 1099 and not a W-2. Melissa told her that she was temporary/interim staff paid by the hour at approximately 20 hours/week. She also explained why she was applying in MA rather than NY.

The representative asked a few other questions, one being whether she had a signed contract with RESIST. Melissa said no, and she now believes this is what may have initiated the investigation. The representative told Melissa that her claim was now pending and for the worse case scenario, her claim would be transferred to NY. At that time, Melissa didn't anticipate anything but a possible delay in receiving benefits or even denial of benefits at that time. She definitely did not anticipate how things actually transpired.

Promptly after the call with the DUA representative, Melissa emailed Yafreisy stating that there may be a problem because there was no signed contract but would get in touch with her if any updates. She did not get any response from Yafreisy.

Melissa holds herself accountable in some aspects. She owns up to being told by Malika that Robin was working on a contract, but Melissa did not follow up on it. She also owns up to not further researching how her claim may negatively impact RESIST. She also realizes she could have also disclosed her claim to unemployment to the Personnel Committee, which may have been helpful due to Kay's experience with the DUA at her own workplace. Kay believes these tough economic times have made the DUA become stricter and has sided more with the employee than the employer.

Melissa is very sorry to hear the negative impact and stress her claim may have caused staff and some Board members. She is committed to resolving this issue quickly.

There were never any bad intentions from Melissa's end, and she is very frustrated that it is being viewed as such. She was and is still most concerned about her own financial situation and how to sustain herself. While she has the right to file for unemployment, she had no idea that RESIST would be held liable for anything and that she would receive benefits as one who was self-employed (hence, the 1099) or through her other employer. She understood she could also be denied benefits.

Kay then asked whether there were taxes taken out of Melissa's paychecks (no) and whether Melissa saved money to pay for taxes later (yes). Perhaps this information as well as Melissa being a RESIST Board member will be useful for RESIST, if they decide to appeal to DUA.

Next Steps

Both Kay and Melissa agreed that focus should be on resolving this issue as soon as possible. There are many lessons to be learned by all, but let's move forward in a positive manner.

- Kay will coordinate a mediated/facilitated discussion with staff and/or Executive Committee on how this situation unfolded, as per Melissa's request. Both Melissa and Kay would like this meeting (or call for those who cannot attend in person) to happen very soon, preferably before the scheduled joint Personnel Committee and staff meeting on May 18th.
- Since it appears RESIST has decided not to appeal the DUA decision, Melissa is more than willing to work with RESIST in helping alleviate the added expenses RESIST may incur.
- Melissa will step down from the Personnel Committee until this matter is resolved as requested by the Executive Committee. However, please note that both Kay and Melissa do not fully understand why Melissa needs to leave the committee completely, rather than just recusing herself from committee discussion on this specific matter as the latter seems to better reflect RESIST's past and recent practice. Melissa expressed that this action actually does feel punitive. She is not interested in serving on any other committees.
- Melissa requested that she send the announcement to the rest of the Board, as approved by PC/EC/staff. Or that if another party sends it out, Melissa would like to provide feedback and approve its content. Perhaps even these notes could even be shared with the entire Board.

Executive Committee Meeting

May 12, 2011

Present: Marc, Ravi, Christy (minutes)

AGENDA

1. May Board meeting
2. Meeting with Melissa
3. June Board meeting planning

MAY BOARD MEETING

Only 10 Board members are able to attend, and 4 of those are staff. We don't think it makes sense to have the meeting. We will notify the Board today.

MEETING WITH MELISSA

Melissa has asked if members of the PC, EC and staff would be able to meet in person with her to talk about the unemployment claim. Kay started an email on Tuesday to all staff and EC and PC committee members, but so far only Christy has responded with availability. The initial hope was to pull something together before the PC meets with the staff on May 18. Christy will follow up today.

JUNE BOARD MEETING PLANNING

Christy will send an email to the Board this morning letting them know that we recommend canceling the May special Board meeting. In that email, she'll:

- Ask Board members to respond with any concerns around replacing the time for the political discussion with time for personnel and staffing issues
- Ask committee chairs to get back to her with the time they'll need for the meeting
- Let members know assignments for the meeting

Christy will follow up with Miabi to make sure she can take on agenda finalizing for the June meeting. We hope the EC will be able to do that over email and won't have to meet again before June.

RESIST, Inc.
Statement of Activities - Long Form
As of April 30, 2011

	YTD ACTUAL	YTD BUDGET	+/-	ANNUAL
	April 30	April 30	BUDGET	BUDGET
SUPPORT AND REVENUES				
Internal Mailings				
Pledges	39,964	51,900	(11,936)	150,000
Newsletter	17,188	14,810	2,378	43,000
ABC/House mailings	53,926	43,750	10,176	183,000
Total Internal Mailings	111,078	110,460	618	376,000
Prospecting	20,248	23,140	(2,892)	68,000
Special Contributions				
Bequests	5,000	0	5,000	35,000
Board Fundraising	406	100	306	600
E-Fundraising	0	0	0	600
Employer Matching Grants	75	60	15	300
Foundations	30,000	0	30,000	5,000
Major Donors	9,220	11,000	(1,780)	250,000
Unsolicited	1,116	1,825	(709)	15,000
Baker Memorial Fund	0	250	(250)	1,000
Holmes Memorial Fund	0	0	0	75
Kurtz Memorial Fund	40	150	(110)	500
Total Special Contributions	45,857	13,385	32,472	308,075
Special Event Income				
House Parties	125	2,500	(2,375)	5,000
Total Special Event Income	125	2,500	(2,375)	5,000
Misc. Revenue				
Fiscal Sponsorship Fees	35	0	35	100
NWTRCC	335	290	45	1,500
Royalties	0	0	0	100
Merchandise Sales	0	0	0	1,000
Merchandise Expenses	324	158	166	(500)
Total Other Revenue	694	448	246	2,200
Investment Income				
Dividends and Interest	1,343	1,375	(32)	5,500
Realized Gain (Loss)	3,182	550	2,632	5,000
Unrealized Gain (Loss)	22,296	15,000	7,296	30,000
Total Investment Income	26,821	16,925	9,896	40,500
Total Income	204,823	166,858	37,965	799,775

RESIST, Inc.
Statement of Activities - Long Form
As of April 30, 2011

	YTD ACTUAL	YTD BUDGET	+/-	ANNUAL
	April 30	April 30	BUDGET	BUDGET
Expense				
Fundraising Costs				
Internal Mailing Costs				
Pledge Program				
Printing	435	1,125	(690)	2,300
Postage	585	920	(335)	2,500
Mailhouse	830	970	(140)	2,700
Consultant	175	0	175	0
Total Pledge Program	2,025	3,015	(990)	7,500
ABC/House Mailings				
Printing	1,725	3,450	(1,725)	10,000
Postage	1,331	1,285	46	6,600
Mailhouse	1,733	2,250	(517)	7,000
Consultant	2,940	3,150	(210)	12,500
Total ABC/House Mailings	7,729	10,135	(2,406)	36,100
Total Internal Mailing Costs	9,754	13,150	(3,396)	43,600
Prospect Mailing Costs				
Printing	9,142	9,000	142	18,500
Postage	10,656	9,000	1,656	18,500
Mailhouse	3,922	400	3,522	10,000
Consultants	2,875	0	2,875	8,250
Photos and Graphics	350	0	350	1,100
List Rentals	4,726	2,850	1,876	4,500
Total Prospect Mailing Costs	31,671	21,250	10,421	60,850
Major Donor Costs				
Printing	0	0	0	75
Postage	0	0	0	75
Total Major Donor Costs	0	0	0	150
Special Events				
House Parties	0	250	(250)	500
Printing	0	50	(50)	100
Postage	0	50	(50)	100
Total Special Events	0	350	(350)	700
Misc. Fundraising Costs				
Administrative Fees	53	45	8	200
Books and Subscriptions	1,659	1,750	(91)	2,000
Equipment Rental and Maintenance	63	45	18	150
Printing	2,466	300	2,166	750
Postage	953	950	3	1,700
Promo Merchandise	0	0	0	500
Supplies	36	0	36	100
Travel and Meetings	0	250	(250)	500
Total Misc. Fundraising Costs	5,230	3,340	1,890	5,900
Total Fundraising Costs	46,655	38,090	8,565	111,200

RESIST, Inc.
Statement of Activities - Long Form
As of April 30, 2011

	YTD ACTUAL	YTD BUDGET	+/-	ANNUAL
	April 30	April 30	BUDGET	BUDGET
Program Costs				
Communications Program				
Newsletter Costs				
Printing	5,632	8,000	(2,368)	18,500
Postage	3,257	3,831	(574)	11,500
Mailhouse	2,540	3,270	(730)	8,500
Consultants	35	1,500	(1,465)	3,000
Photos and Graphics	35	225	(190)	400
Total Newsletter Costs	11,499	16,826	(5,327)	41,900
Website & Internet	624	530	94	2,500
Total Communications Program	12,123	17,356	(5,233)	44,400
Grants Program				
Grant Allocations				
General Support Grants	80,500	75,000	5,500	221,000
Multi-Year Grants	20,000	20,000	0	60,000
Accessibility Grants	0	0	0	5,000
Emergency Grants	0	500	(500)	4,000
Technical Assistance Grants	3,649	500	3,149	6,500
NWTRCC Grants	725	100	625	1,000
Baker Memorial Grant	0	0	0	500
Cohen Memorial Grant	0	0	0	500
Holmes Memorial Grant	0	0	0	500
Kurtz Memorial Grant	0	0	0	500
Salzman Memorial Grant	0	0	0	4,000
Total Grant Allocations	104,874	96,100	8,774	303,500
Equipment Rental	856	900	(44)	2,700
Library	0	0	0	30
Printing	127	110	17	850
Postage	126	235	(109)	1,500
Travel and Meetings	0	400	(400)	1,120
Supplies	(2,649)	0	(2,649)	0
Total Grants Program	103,334	97,745	5,589	309,700
Total Program Costs	115,457	115,101	356	354,100
Personnel				
Employee Salaries	67,037	67,902	(865)	197,948
Payroll Taxes	6,264	6,742	(478)	19,746
Pension Plan Match	2,027	976	1,051	976
Health Insurance	21,808	24,870	(3,062)	80,000
Workers Compensation	0	0	0	750
Staff Development	0	0	0	500
Total Personnel	97,136	100,490	(3,354)	299,920
General and Administrative				
Advertising and Outreach	925	500	425	2,500
Books & Subscriptions	0	0	0	250
Depreciation and Amortization	0	0	0	2,000
Dues, Fees and Fines				
Bank & Credit Card Fees	1,508	1,400	108	5,500
Dues	0	0	0	200
Finance Charges	0	0	0	250
Late Fees	0	0	0	250
Total Dues, Fees and Fines	1,508	1,400	108	6,200

RESIST, Inc.
Statement of Activities - Long Form
As of April 30, 2011

	YTD ACTUAL	YTD BUDGET	+/-	ANNUAL
	April 30	April 30	BUDGET	BUDGET
Equipment Rental & Maintenance	563	894	(331)	2,200
Filing Fees - State	(100)	150	(250)	3,800
Insurance				
Director and Officers	0	0	0	2,400
Liability	(130)	750	(880)	750
Property	1,022	1,022	0	1,022
Total Insurance	892	1,772	(880)	4,172
Minor Office Equipment	0	300	(300)	2,000
Occupancy expenses				
Rent	14,470	14,490	(20)	44,865
Repairs and Maintenance	0	0	0	250
Utilities	691	618	73	3,800
Sub Lease (rent)	(4,525)	(5,968)	1,443	(18,440)
Sub Lease (utilities)	(128)	260	(388)	1,520
Total Occupancy expenses	10,508	9,400	1,108	31,995
Printing & Copying	423	18	405	400
Postage, Shipping, Delivery				
US Post Office	311	310	1	900
Postage Due/BRE Costs	2,819	2,570	249	4,250
Total Postage, Shipping, Delivery	3,130	2,880	250	5,150
Professional Fees				
Accounting	12,150	10,925	1,225	24,000
Brokerage fees	838	200	638	1,500
Consultant	3,103	3,703	(600)	5,500
Temporary Help	0	0	0	500
Total Professional Fees	16,091	14,828	1,263	31,500
Supplies	974	1,527	(553)	3,800
Telephone	838	930	(92)	2,750
Travel & Meeting Expenses				
Conference & Meeting Fees	0	0	0	500
Meals & Food	106	0	106	300
Travel	0	1,000	(1,000)	3,000
Total Travel & Meeting Expenses	106	1,000	(894)	3,800
Total General and Administrative	35,858	35,599	259	102,517
Board Expense				
Postage	0	10	(10)	50
Travel	767	915	(148)	2,500
Food	251	398	(147)	700
Total Board Expense	1,018	1,323	(305)	3,250
Total Expense	296,124	290,603	5,521	870,987
Net Ordinary Income	(91,301)	(123,745)	32,444	(71,212)
Total Increase (Decrease) in Net Assets	(91,301)	(123,745)	32,444	(71,212)
Net Assets, Beginning of Year	841,947			841,947
Net Assets, End of Period	750,646			770,735

RESIST, Inc.
Statement of Activities - Long Form
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Postage	585	920	(335)	2,500
Mailhouse	830	970	(140)	2,700
Consultant	175	-	175	-
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Consultants	2,875	-	2,875	8,250
Photos and Graphics	350	-	350	1,100
List Rentals	4,726	2,850	1,876	4,500
Total Prospect Mailing Costs	31,671	21,250	10,421	60,850
Major Donor Costs				
Printing	-	-	-	75
Postage	-	-	-	75
Total Major Donor Costs	-	-	-	150
Special Events				
House Parties	-	250	(250)	500
Printing	-	50	(50)	100
Postage	-	50	(50)	100
Total Special Events	-	350	(350)	700
Misc. Fundraising Costs				
Administrative Fees	53	45	8	200
Books and Subscriptions	1,659	1,750	(91)	2,000
Equipment Rental and Maintenance	63	45	18	150
Printing	2,466	300	2,166	750
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Grant Allocations				
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Net Assets, Beginning of Year	841,947			841,947
Net Assets, End of Period	\$ 750,646			\$ 770,735

RESIST Finance Narrative

January 1, 2011, to April 30, 2011

Accompanies Statement of Net Assets and Statement of Activities

BIG PICTURE

Our *net income* (income less expenses) for January 1, 2011, through April 30, 2011, was a *loss* of about **\$91,301**. RESIST's net income generally shows a loss during the first three quarters of each year. This is due to the fact that the majority of revenue is received in November and December while expenses are incurred through out the year. In our annual budget for this time period, we expected to have a net loss of **\$124,045** - which means that we are **\$32,744** ahead of where we expected to be at this time.

Income is higher than expected by **\$38,215**. *Expenses* are approximately **\$5,471** more than anticipated. This means we have a difference of approximately **\$32,744** between where we expected to be at this time and where we actually are.

STATEMENT OF NET ASSETS (ITEM A)

At this time, we have assets of approximately \$865,094. This is about **\$336,486** more than we had at this time in 2010. The increase in assets is primarily due to: 1) the receipt of \$250,000 from the Estate of Ed Baker; and 2) the receipt of approximately \$123,000 from the Estate of Marianne Wells. *See attached spreadsheet for asset allocation and Board designated restrictions.*

STATEMENT OF NET ACTIVITIES (ITEM B)

Revenue:

Revenue is about **\$38,215** higher than budgeted: \$204,823 actual vs. \$166,608 in the budget.

Gifts and Pledges: **\$30,448** higher than budgeted

- *Internal mailing* contributions are approximately **\$618** more than budgeted. Income from the pledge program is **\$11,936** lower than expected. There are five pledge donors who have not yet given this year (~\$6,000); and two misclassified pledge donors from 2010 which boosted expectations (\$2,500). This accounts for the bulk of the discrepancy. Appeals to current donors are **\$10,176** more than expected. Revenue from the *Newsletter* is **\$2,378** more than expected.
- *Prospect mailing* contributions are **\$2,892** under budget. The spring mailing dropped in March and returns are still coming in.
- *Special Contributions* are **\$32,722** higher than budgeted.

Board Fundraising is **\$306** more than budgeted due to the efforts of Melissa Cariño who solicited donations in honor of her birthday.

Unsolicited Gifts (donations under \$500) were **\$702** less than expected.

Major Donor gifts did not reach budget expectations by **\$1,780**. Just a reminder that there has been a change in classification of donations over \$500. A significant number of current Major Donor donations were previously categorized as Internal Mailing or Unsolicited gifts.

A *Foundation Gift* of \$20,000 was received from the Bardon-Cole Foundation. This appears to be a combined 2010 and 2011 donation.

An expected *Bequest* of \$5,000 from the Estate of Leo Hurvich was also received.

Bottom Line: Gifts and Pledges are performing quite well.

Investment Income: **\$9,896** higher than budgeted

- *Interest and dividends* are **\$32** lower than budgeted.
- *Realized gains or losses* on the sale of investments are a gain of **\$2,632** over budget.
- *Unrealized gains or losses* on investments are a gain of **\$7,296** over budget.

Bottom Line: The receipt of approximately \$370,000 in bequests has impacted the total sum of investments that are generating interest and dividends. It has also has an impact on the unrealized gains/losses as RESIST has more spread to absorb temporary market shifts. The re-investment of funds during the fall and the upward swing of the market since September also had an impact on these numbers.

Expenses:

Expenses are about **\$5,471** higher than budgeted: \$296,124 actual vs. \$290,653 in the budget.

Fundraising expenses: **\$8,565** more than budgeted

- *Internal mailing* costs are about **\$3,396** under the budgeted amount (pledge: \$990, ABC: \$2,406). This may reflect minor discrepancies in the timing of receipt and payment for new 2011 bills.
- *Prospect mailing* costs are about **\$10,421** more than the budgeted amount. \$3,000 represents the timing of payments for Nancy Greenhouse's work on the March 2011 appeal. \$2,000 represents higher than expected costs for mailing list rentals. \$2,000 represents postage and mailing costs that were higher than expected.
- *Misc, fundraising costs* are approximately **\$1,890** over budget. This reflects the need to re-print Monarch letterhead and envelopes which are used to acknowledge donations.

Program expenses: **\$5,203** less than budgeted

- *Grants Program* expenses are **\$5,589** over budget. General support, technical assistance and NWTRCC grants are **\$9,274** over budget. Emergency grants are **\$500** under budget. Multi-year grants are at budget.
- *Newsletter* costs are **\$5,327** less than budgeted. Almost all differences appear to be due to cost savings from the clean up of the paper mailing list- both purging names and transferring some to electronic mailings. Some differences may be due to timing of payment for recent *Newsletter* issues.
- *Web site* expenses are **\$94** more than budgeted.

Administrative Expenses: \$2,477 less than budgeted

- *General and Administrative* expenses are **\$4,741** less than budgeted.

Accounting fees are over budget by **\$5,000**. This reflects the fact that the 2010 audit was scheduled earlier than usual this year and payments have been made both to auditor Linda Smith and to Meredith for preparation.

- *Personnel* expenses are **\$1,596** more than budgeted.

Personnel costs (excluding health insurance) are **\$292** under budget. This reflects the period of time when: 1) Melissa was in South Africa and no one was hired to take her place; 2) Ravi was only half time for the first month of employment; and 3) there was less overlap than expected between Melissa and Ravi for training.

Health insurance costs are **\$3,062** under budget. The decrease reflects two months when health insurance premiums were not paid for Ravi. This number is expected to average out over time.

RESIST, Inc.
Statement of Financial Position
April 30, 2011 and 2010

A

	<u>2011</u>	<u>2010</u>
ASSETS		
CURRENT ASSETS:		
Cash	\$ 133,447	\$ 51,385
Investments	712,025	461,219
Grants Receivable, Current	-	-
Prepaid Expenses, Inventory and Other Current Assets	13,606	12,368
Total Current Assets	<u>859,078</u>	<u>524,972</u>
Property and Equipment, Net	<u>3,772</u>	<u>1,406</u>
OTHER ASSETS		
Grants Receivable, Long-Term	-	-
Deposits	2,234	2,230
Total Other Assets	<u>2,234</u>	<u>2,230</u>
Total Assets	<u>\$ 865,084</u>	<u>\$ 528,608</u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Grants Payable	\$92,000	\$54,000
Accounts Payable and Accrued Expenses	10,616	417
Accrued Payroll and Related Costs	11,834	10,004
Total Liabilities	<u>114,450</u>	<u>64,421</u>
NET ASSETS		
Net Assets, Beginning of Year	841,947	540,473
Change in Net Assets	(91,303)	(76,286)
Net Assets, End of Period	<u>750,644</u>	<u>464,187</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$865,094</u>	<u>\$528,608</u>

RESIST, Inc.
Statement of Activities - Short Form
Year to Date as of April 30, 2011

B

	YTD ACTUAL	YTD BUDGET	+/-	ANNUAL
	April 30	April 30	BUDGET	BUDGET
SUPPORT AND REVENUES				
Internal Mailings	111,078	110,460	618	376,000
Prospecting	20,248	23,140	(2,892)	68,000
Special Contributions	45,857	13,385	32,472	308,075
Special Event Income	125	2,500	(2,375)	5,000
Misc. Revenue	694	448	246	2,200
Investment Income	1,343	1,375	(32)	5,500
Realized Gain (Loss)	3,182	550	2,632	5,000
Unrealized Gain (Loss)	22,296	15,000	7,296	30,000
	204,823	166,858	37,965	799,775
EXPENSES				
<i>Fundraising</i>				
Internal Mailing Costs	9,754	13,150	(3,396)	43,600
Prospect Mailing Costs	31,671	21,250	10,421	60,850
Major Donor Costs	0	0	0	150
Special Event Costs	0	350	(350)	700
Misc. Fundraising Costs	5,230	3,340	1,890	5,900
Total Fundraising Costs	46,655	38,090	8,565	111,200
<i>Program</i>				
Grants Program	103,333	97,745	5,588	44,400
Communications Program	12,123	17,356	(5,233)	309,700
Total Program Costs	115,456	115,101	355	354,100
<i>Other</i>				
Personnel	97,136	100,490	(3,354)	299,920
General and Administrative	35,858	35,599	259	102,517
Board Expenses	1,021	1,323	(302)	3,250
Total Other Costs	134,015	137,412	(3,397)	405,687
Total Expense	296,126	290,603	5,523	870,987
CHANGE IN NET ASSETS	(91,303)	(123,745)	32,442	(71,212)
NET ASSETS, BEGINNING OF YEAR	841,947			841,947
NET ASSETS, END OF YEAR	750,644			770,735

**Communications and Political Education Director
Salary Proposals**

Annual	Gross Weekly	FICA 6.20%	FICA 1.45%	FWH	SWH	403(b) 4%	Net Pay	Hourly
\$43,680	\$840.00	\$52.08	\$12.18	\$64.00	\$31.00	\$33.60	\$647.14	\$21/hour
\$45,760	\$880.00	\$54.56	\$12.76	\$67.00	\$34.00	\$35.20	\$676.48	\$22/hour
\$47,840	\$920.00	\$57.04	\$13.34	\$70.00	\$37.00	\$36.80	\$705.82	\$23/hour
\$49,920	\$960.00	\$59.52	\$13.92	\$74.00	\$40.00	\$38.40	\$734.16	\$24/hour
Current								
\$23,575	\$453.37	\$28.11	\$6.57	\$35.00	\$15.50	\$18.13	\$350.05	\$22.67/hour
Staff Salaries	Annual	Hourly						
Yafreisy	\$48,106	\$23.13/hour						
Ravi	\$60,000	\$28.85/hour						
Robin	\$69,234	\$33.29/hour						
Proposed	Additional Cost							
	Salary	Benefits	403(b)	Health Insurance	Workers Comp	Staff Dev.	Total	
\$43,680	\$20,105	\$1,538	\$804	\$0	\$0	\$0	\$22,448	
\$45,760	\$22,185	\$1,697	\$888	\$0	\$0	\$0	\$24,770	
\$47,840	\$24,265	\$1,856	\$971	\$0	\$0	\$0	\$27,092	
\$49,920	\$26,345	\$2,016	\$1,054	\$0	\$0	\$0	\$29,415	

RESIST, INC.
Statement of Activities - Short Form
Year to Date as of May 31, 2011

	YTD ACTUAL May 31	YTD BUDGET May 31	+/- BUDGET	ANNUAL BUDGET
SUPPORT AND REVENUES				
Internal Mailings	147,538	125,710	21,828	376,000
Prospecting	27,697	24,930	2,767	68,000
Special Contributions	84,437	30,485	53,952	308,075
Special Event Income	390	2,600	(2,210)	5,000
Misc. Revenue	739	658	81	2,200
Investment Income	1,499	2,450	(951)	5,500
Realized Gain (Loss)	3,182	550	2,632	5,000
Unrealized Gain (Loss)	22,296	12,000	10,296	30,000
	<u>287,778</u>	<u>199,383</u>	<u>88,395</u>	<u>799,775</u>
Expense				
<i>Fundraising</i>				
Internal Mailing Costs	10,338	14,135	(3,797)	43,600
Prospect Mailing Costs	31,671	22,750	8,921	60,850
Major Donor Costs	0	0	0	150
Special Event Costs	0	350	(350)	700
Misc. Fundraising Costs	5,273	3,720	1,553	5,900
Total Fundraising Costs	<u>47,282</u>	<u>40,955</u>	<u>6,327</u>	<u>111,200</u>
<i>Program</i>				
Grants Program	107,648	98,050	9,598	44,400
Communications Program	14,047	23,941	(9,894)	309,700
Total Program Costs	<u>121,695</u>	<u>121,991</u>	<u>(296)</u>	<u>354,100</u>
<i>Other</i>				
Personnel	122,944	124,208	(1,264)	294,970
General and Administrative	42,404	45,635	(3,231)	107,017
Board Expenses	1,049	1,330	(281)	3,250
Total Other Costs	<u>166,397</u>	<u>171,173</u>	<u>(4,776)</u>	<u>405,237</u>
Total Expense	<u>335,374</u>	<u>334,119</u>	<u>1,255</u>	<u>870,537</u>
CHANGE IN NET ASSETS	<u>(47,596)</u>	<u>(134,736)</u>	<u>87,140</u>	<u>(70,762)</u>
NET ASSETS, BEGINNING OF YEAR	<u>841,947</u>			<u>841,947</u>
NET ASSETS, END OF YEAR	<u>794,351</u>			<u>771,185</u>

RESIST, Inc.
Statement of Activities
As of May 31, 2011

	YTD ACTUAL	YTD BUDGET	+/-	ANNUAL
	May 31	May 31	BUDGET	BUDGET
SUPPORT AND REVENUES				
Internal Mailings				
Pledges	46,346	61,400	(15,054)	150,000
Newsletter	19,168	17,310	1,858	43,000
ABC/House mailings	82,024	47,000	35,024	183,000
Total Internal Mailings	147,538	125,710	21,828	376,000
Prospecting	27,697	24,930	2,767	68,000
Special Contributions				
Bequests	5,000	0	5,000	35,000
Board Fundraising	406	100	306	600
E-Fundraising	0	0	0	600
Employer Matching Grants	75	160	(85)	300
Foundations	30,000	0	30,000	5,000
Major Donors	47,300	26,000	21,300	250,000
Unsolicited	1,616	3,825	(2,209)	15,000
Baker Memorial Fund	0	250	(250)	1,000
Holmes Memorial Fund	0	0	0	75
Kurtz Memorial Fund	40	150	(110)	500
Total Special Contributions	84,437	30,485	53,952	308,075
Special Event Income				
House Parties	390	2,600	(2,210)	5,000
Total Special Event Income	390	2,600	(2,210)	5,000
Misc. Revenue				
Fiscal Sponsorship Fees	35	0	35	100
NWTRCC	380	320	60	1,500
Royalties	0	0	0	100
Merchandise Sales	0	0	0	1,000
Merchandise Expenses	324	338	(14)	(500)
Total Other Revenue	739	658	81	2,200
Investment Income				
Dividends and Interest	1,499	2,450	(951)	5,500
Realized Gain (Loss)	3,182	550	2,632	5,000
Unrealized Gain (Loss)	22,296	12,000	10,296	30,000
Total Investment Income	26,977	15,000	11,977	40,500
Total Income	287,778	199,383	88,395	799,775

Staff Quarterly Retreat

April 6, 2011

Present: Yafreisy (agenda and facilitation), Ravi (yay!), Robin and Christy (minutes)

Revised agenda

Check in: mood-in-the-room

Check in from Sunday's Board meeting

Assessment

1. Staffing structure
2. Prioritizing work
3. Personnel Committee's role & accountability

Timesheets Review

1. Check-in around comp time
2. Obvious areas that stand out

Asides:

Conversation about communication styles to accompany ground rules discussion

Check-ins

Assessment: Staffing structure

Staff felt like it's important for staff to assert how we'd like to see staffing structure change. Ragini has offered to meet with us in the next two to three weeks to help create a staffing structure proposal with us.

Staff will be turning down Jaime's staffing structure proposal and creating a new proposal that will include distinct areas of grantmaking for both Robin and Yafreisy; parsed out accounting and finance pieces for Robin and Yafreisy; a look at where job responsibilities are shared among staff and where general office tasks fall.

We had some discussion of power dynamics, including a little about the letter Robin sent to the Board this week.

Assessment: Priorities

(come from page 12 of Jaime Pullen's February 2011 report to the Board)

What to give up?

1. Grant Committee process of streamlining the grantmaking process. Committee is really in flux right now, with Camilo figuring out his involvement capacity and Jen Willsea transitioning off and onto the Personnel Committee. Robin and Yafreisy may suggest it as a process for the committee near the end of the year.
2. Moving from 6 to 5 grant cycles per year: We discussed this for awhile. Opinions ranged from feeling like 6 cycles is "who we are" to feeling like it could be a strategic decision, especially in light of strong staff concerns re: being overworked last year. Yafreisy and Robin will continue to think about this and will bring it to the Grants Committee by the end of the year (hopefully

the Committee will be back on its feet by then). Any proposal for change would not start before next year.

3. Have 4 newsletters instead of 6 per year: already approved by Communications Committee. Will come to full Board for vote in June.
4. Use a contractor to assist with discrete tasks, in particular data entry. May also consider other tasks that can be outsourced, such as payroll: Payroll is a non-issue for Yafreisy. It is not time consuming. (side note: we can now do direct deposit at eastern bank. Yafreisy will follow up on this.) We discussed data entry for a while. Ravi has concerns about data entry based on what he's already done and what Malika reported upon leaving. After discussion, we decided we'd like to hire Wec (Nancy Wechsler) to help us with data entry if she is interested. Folks do not believe that she needs consistent or regular hours. Ravi will run some numbers and come up with a proposal for the Finance Committee. Yafreisy offered to help him look at budget and figure out where any of this money might come from.

What to elevate as a priority?

1. "One-to-one relationship-building with existing donors, and active recruitment of new donors. Moor coordination and teamwork among both staff and board members to increase the number of contributions, the size of contributions, and the ways to build long-term financial sustainability of RESIST (e.g. planned giving)" – This is all important to Ravi. The Development Committee has wanted this shift but it hasn't happened yet for different reasons. These are all strong skills of his. Robin wants to make sure we don't lose the focus on our base of small, very loyal donors. (side note: good newsletter article idea here). Christy noted that in this process it will be helpful to have shared vision on the Board and staff that we *want* to raise more money – and to have buy-in on that process. Doing a 3-year planning process would probably be helpful for that, as would strategic planning, especially in light of our 50 year anniversary coming up in 2017. Yafreisy noted that we need to invest organizational resources in this as well. Christy thinks it will be good to keep checking in about this with Ravi as he settles in to the work. Robin noted that it would be good to have not just a vision of raising more money, but a shared vision of where that money's going. There will be continuous communication with the Development Committee about this.
2. (combining a couple of things here) "Outreach, interaction and visibility with new potential grantees, new movement players; AND Develop stronger reference network for grants review; AND More interaction with other progressive grantmakers; AND RESIST taking the lead to convene and/or attend key conferences/forums." – Lots of discussion and idea-generating here. Yafreisy feels excited about attending regional meetings, not mimicking other foundations but creating something unique for us. She referenced how positive her USSF experience was. She'd also like more interaction with other grantmakers. Robin thinks this should go hand-in-hand with Ravi's donor visits. She'd like to see us attend things like the Western States Center's annual event. It's been harder to network since the collapse of the NNG. Christy raised concerns that for the last 3 years, in her opinion, RESIST has been very insular, and that without working this kind of networking explicitly into someone's job description, it will be too easy for it to fall by the wayside. Everyone reported that they are overloaded and overworked in 2010. How will anyone fit this in if we're not talking about dropping anything else? Yafreisy would like us to use the central organizational calendar for this and take some incremental steps, like attending 1 or 2 things in coming calendar year. Let's make a point to prioritize it. Robin does think that people see us in the mix. Ravi wonders about the role RESIST might play in moving other funders in the direction (get off your silos and fund general support!) we're going in. Maybe that's not a priority now but it could be. Christy wonders if we should make this one of our staff priorities? So we have some accountability around it? She reiterates that she doesn't think

anyone has time for this. Robin thinks we should go back to creating workplans for the year so we know what to prioritize.

3. Budget more for staff development. And Christy adds, do people feel free to use the money? Yes, this is a priority for all of us. We need to look at it and prioritize it in the budgeting process. Committees should think about it, and staff should too.

BREAK FOR LUNCH

Workplans

(page 15 of the assessment)

We had a lot of discussion about this. It's confusing to figure out where committee workplans fall and where individual staff workplans fall. And there is there a "staff" workplan separate from these other two things? Here's our synopsis:

1. The calendar is all set. This will include general timelines, meetings and schedules.
2. We are each developing workplans with our committees. Our committee meetings are on the shared calendar, which serves as a type of staff workplan.

Ravi asked about when we think about accountability, how we hold the Board accountable as well as the staff. We think this is the role of the R & R committee, to set up mechanisms for more Board accountability.

Timesheets and the PC

Jaime's proposal was that they would go to the PC once a month. We discussed this for awhile and decided it makes the most sense to send them to the PC once a quarter. We'll be sending the form that summarizes each of our timesheets in one form (Robin will add in the "used" and "accrued" rows to the vacation and personal time line items) and each staff person will also write a 2-3 sentence narrative to accompany the information. Staff will continue to engage in our own internal review of each other's timesheets. We'll do this quarterly as a regular habit, and more regularly if needed.

Evaluation Forms

We are all OK with not sharing our evaluation forms with each other, just with the PC. We'd still like to maintain our system of meeting one-on-one as staff members around evaluation time to check in with one another (but we won't be sharing the forms from now on). Yafreisy will work on a set of standard questions that we'll ask each other to guide our discussion during those meetings.

We want to ask the PC to clarify their security and filing procedures around the documents and electronic files. We're also interested to find out where the personnel files are being stored. Robin and Yafreisy thought we could buy a locked filing cabinet and store it in our storage area (only PC member(s) would have the key). (Question: Do they need to be offsite? Robin says it's not in our bylaws but it was in Jaime's report?)

Work calendar, work priorities – yes we're all in agreement here with Jaime's recommendations.

Giving notice when transitions occur

If you know you're leaving and can give more notice, it's better. But we don't expect more than one month notice of intent to resign. In our bylaws, it says that 1 month is required but that "RESIST asks for 3 months notice to facilitate a smooth transition."

Timesheets check in

We looked over our quarterly time sheets.

Looking at job descriptions

We started this process. Yafreisy and Robin will continue this process this week and in coming week.

May 12, 2010 Staff Meeting

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

CHECK-INS

GRANTS

The Grants Committee will meet tomorrow. They're hoping to weed 17 of the 49 grants out for the upcoming cycle.

Yesterday was the NCADP conference call that Robin presented on grantwriting. There were 20-25 people on the call. Went pretty well.

A gift of \$100,000 for RESIST is set in stone in the will of Edwin Baker. Then there's a group of people made up of his sister and friends who are deciding what to do with \$100,000 to \$250,000 more. Some or all of that could come to RESIST. Malika and Robin had a phone meeting with Ed's sister last week. Robin is trying to do a financial analysis of what would happen if we gave out more money per year or raised the grant award.

FUNDRAISING

Malika is transitioning out of the major donor stuff into the summer, setting up better filing systems and doing research on new major donors to approach. Waiting to hear back from some of the major donor

Malika met with Cynthia a couple of times to talk about RESIST fundraising. She had some really good ideas, especially around using the committee to energize board members for fundraising.

FINANCE

The finance committee met two weeks ago on April 28 to look at 990 numbers. They will meet again next week or the week after to look at April numbers. The committee is starting to do a 3-year financial plan and will be asking committees to do some work around that.

Prospect donations are still dribbling in. Our numbers are somewhat down, but it's hard to tell where May is going.

The \$100,000 from Maryanne Wells is pushed out even further, and we may not see it until September. This shifts all our budget numbers again, so Robin made another adjustment in Quickbooks around our expectation date. Receiving it in September means it will arrive 1.5 years later than we expected it.

COMMUNICATIONS

Christy submitted a proposal about culling the Newsletter mailing list.
database management
next NL issue
website

EXECUTIVE COMMITTEE

Will meet next week.

PERSONNEL COMMITTEE

waiting to have our individual meetings with PC members. Yafreisy has not heard yet from her evaluator.

BOARD R&R COMMITTEE

Planning on meeting. Yafreisy will ask the Committee if anyone followed with Guillermo about his email regarding stepping down from the Board. Issues on their plate right now: people feeling overwhelmed about the packets. Orientation and mentoring of new board members. And other things.

USSF

Yafreisy has registered us for everything. Malika and Yafreisy arrive on Monday, June 21 in the evening. Their funders' delegation events will start on Tuesday, June 22. They'll be there until Friday. The forum and the funders' delegation events end on Saturday. Malika and Yafreisy have their hotel room booked. Christy will be staying with Melissa in her room. Christy is flying out on Wednesday morning and coming home on Sunday, so she will be there for Friday and Saturday events.

Grantee communication: Christy will send out emails to our grantee list and to our main email list about USSF.

Materials: Palm cards. Pens. Tags for the t-shirts.

Yafreisy will be on the next two Funder's Delegation conference calls.

Malika is following up with Guillermo about the discretionary grant from Solidago Foundation.

INTERNS & DATABASE ACCESS

Corina is gone and Kate is staying until the end of May. Yafreisy will touch base with Julia, but she'll probably be coming on the first week of June. Christy will look back to see the email or two that she got from potential interns.

Malika and Robin met and came up with a potential intern project about recruiting (cherry-picking) potential new donors by looking at the public information that people have about their larger donors, do research on them and figure out who might be interested in RESIST.

Christy would like to continue to work with one intern this summer and has enough projects for that person. Robin has several projects around resource guides.

We want to revisit database access for interns in our office. Malika showed us how logins can be set up with limited database access, so that the intern or volunteer who is logging in can only change a donor's address but not see any donor information, etc. Robin has some concerns about the "frequency" and "potential" sections being visible, and we talked about how those could be moved to

a different, non-visible tab.

Robin still has extremely strong feelings against interns having access to the database. If we decide to allow this, she will be filing a statement of disagreement.

For Christy, one issue is when interns become "trustworthy." She knows that some interns in the past have had access to the database. Yafreisy was doing address changes yesterday, and she came across entries that previous interns had made. Alex was here for just three months as an intern and he had a login on Sage, and so did Chloe, a summer intern.

Christy also wonders about prisoners and having intern help with keeping up with prisoner correspondence and address changes. To Robin that is a different standard than giving someone database access.

Malika heard another idea from Kay, from a domestic violence organization where she volunteers. Another option would be to have volunteers or interns sign a waiver that they won't do anything with the database information. Robin feels that a waiver like that offers no legal protection.

Another thing we talked about was if we can free up Yafreisy's time around address changes, perhaps Yafreisy can help Robin with the input of acquisition mailings. But Yafreisy pointed out that that is probably a different conversation.

At this point, Yafreisy and Christy don't feel comfortable moving forward with the decision with Robin having such strong concerns about the ethical implications of allowing interns access to the database.

Yafreisy suggested that we might want to talk to other foundations and colleagues about how they handle intern access to the database. This summer Malika will be reaching out to other foundations and groups for different reasons, but she'll ask them as well about their policies around this.

ROBIN'S LEAVE

It's around the corner! Yafreisy mentioned that she's feeling a little nervous about being here without Robin. Christy will email her today with the summer outline and the job description. Robin and Catherine will have three days of training here in the office before Robin leaves. Robin will try to draft a manual for her, but she's not sure how much she'll be able to pull together. She'll at least lay out a timeline for the tasks for the summer.

Christy would like to become a little more proficient in Grant-o-Matic before Robin leaves. Robin and Yafreisy will meet to talk more specifically about how tasks will be divided between Catherine and Yafreisy.

If there are things that we might need from Robin before we go, we should let her know as soon as possible.

Yafreisy mentioned that Catherine's impression is that Robin is the ED here and that she thinks she'll

be supervising us, as she worded it in an email to Christy last week. Christy will address it in an easygoing way when she responds to Catherine's email, and Robin will be sure to talk with her about it during their training.

OFFICE

Yafreisy paid the TCG the 50% for the labor and other stuff, and they'll be ordering the hardware soon. Robin and Yafreisy need to order the software from TechSoup soon as well. We'll ask him about coming in in late June or early July (busy before June 6 board meeting, busy week after board meeting with Robin training Catherine, then we're out for USSF).

The t-shirt hemorrhaging has slowed down, but there's a lot of stuff we're out of. If anyone calls in to order stuff, double check the cabinet to make sure we have what they want.

For office supplies, Yafreisy would like to place an order in the middle of the month and one at the end of the month (instead of randomly). She will place an order this Friday if anyone has any needs.

SCHEDULES

Malika won't be in on Friday, May 21.

EVALUATIONS

We should each meet with each other to go over our evaluations. Let's try to do all these meetings before our quarterly retreat.

BIRTHDAY LUNCH

We'll go out for birthday lunch for Yafreisy on Wednesday.

NEXT STAFF MEETING

The meeting will be on Tuesday, May 25 from 10 am to 1 pm and it's our quarterly retreat. The main thing we've talked about using time for at this meeting is to look at our job descriptions, and one aspect of this would be looking at things that each of us does that may not necessarily be included in our job description.

Each person should look over their job description before this meeting and think about how their actual work compares to the job description and also what percentage of time is spent on different areas.

Yafreisy will create an agenda for us. Christy will send her the agenda from last year's quarterly retreat.

Staff Meeting 5.12.11

1. Update Committee/Office work

Christy sent an email to staff with designer Jessica Grant's quote for working on designing a new logo. Staff is o.k with not pursuing other quotes to get the ball rolling. Christy will follow up with her this week and will touch base with Ravi about how much stationery is left in the office.

2. Upcoming Mtg. with Personnel

Yafreisy and Robin met on Tuesday to finish their proposal. Yafreisy presented it to staff and staff over all really liked it. See proposal and accompanying materials.

NEXT STEPS: Yafresiy will make one or two minor changes to the proposal. Robin will create two distinct jobs descriptions for herself and Yafreisy that take into account the grants work and their other work. Yafreisy will send the proposal, map and grant analysis by region sheet to personnel comm. for the upcoming meeting.

For the upcoming meeting Yafreisy will create agenda and get snacks. Yafreisy needs to send to staff a list with the general office tasks and an approximate estimate of time. Staff will try to have a discussion by email on Monday May 16th on ideas of how to divide some of these tasks, keeping in mind the proposed 80/20 work load percentage.

3. Christy's Transition

Christy passed out handouts looking at how her 20hrs a week have divided up in the past 3 years. She also passed out varying proposals for increasing the Communications Directors position beyond 20 hrs.

After some discussion staff agreed that based on the current demands of the job and how we think communications could expand would entail a full time communications person.

Christy will take ideas from today's meeting and write up a proposal to present first to the personnel comm. on May 18th and then hopefully to the board for a vote. The proposal would ask for that position to go up to 40 hrs a week.

Staff does not think that we need to make a decision now about shifting from 6 to 4 NLs per year – either way we'd like to see the position go up to full time. Christy will take this back to the Communications Committee for their input.

Staff also discussed shortly communications as political education and how we can make this more interactive. Some ideas included;

- Facilitate "Ask RESIST" once-a-month national conference calls – both for potential grantees (about seeking RESIST funding and about seeking other funding) and for other donors (community funds, other public foundations)
- Create how-to videos: applying for funding, how RESIST works, how to research funding, etc
- More grantee interviews and profiles, maybe with videos?
- Creating more forums and arenas for conversation – inserting ourselves and our story into the funding conversation – influencing our peers as well
- Being out there more (having this position be the one to coordinate this, even if they're not the ones necessarily going to all the activities.)

NEXT STEPS: Christy will create a proposal to increase to 40 hrs that includes a brainstorm on what the work content could potentially be. She will present it to the Personnel Comm. May 18. She will send numbers to Finance Comm. Yafreiy and Robin will follow up with finance comm. Our hope is that Personnel Committee will take the final proposal to the Board for a vote. We hope to form a Hiring Committee at the June Board Mtg.

4. Check-in about mtg. with Melissa

Christy will send out email with agreed time to meet. May 12 at 8pm via conference call. Christy will set up conference call.

5. Schedule and facilitator for next mtg.

Robin will be leaving early tomorrow. Yafreisy is out tomorrow as well. Ravi will facilitate and note take for next staff meeting. Christy will note take for the mtg. on May 18.

Meeting Adjourned