

# WORC

*Western Organization of Resource Councils*

## **WORC June Board Meeting Agenda**

**Saturday, June 8, 2024**

**8:30a-Noon MST**

**DoubleTree Hotel, Grand Junction, CO**

**Columbine and Bookcliff Rooms**

[Zoom Link](#)

**(Meeting ID: 926 634 9053; Password: 849339)**

- 8:30      Opening (20 min)
- Call meeting to order
  - Roll call and introductions (Board List pgs. 39-40)
- 8:50      Approve draft board meeting minutes (5 min)
- December 2, 2023 Draft Minutes (pgs. 3-8)
  - January 20, 2024 Draft Minutes (pg. 9)
- 8:55      Approve 2024 Q1 financial statements (20 min) (pgs. 11-22)
- 9:15      Approve budget amendment for financial audit (5 min) (pg. 22)
- 9:20      Approve resolution to add Deb Love to bank accounts (5 min) (pg. 23)
- 9:25      Staffing Update and HR position discussion and decision (30 minutes)
- Personnel Memo (pgs. 25-27)
  - HR position memo (pg. 28)
- 9:55      Break
- 10:10     Campaign Team restructure (Briana) (30 min)
- Update based on listening sessions and feedback (pgs. 29-34)
- 10:40     Authorization of legal intervention (Sara) (10 min)

- BLM fluid minerals (pg. 35)

- 10:50 Fundraising Update (10 min)
- External fundraising memo (pgs. 36-37)
- 11:00 Executive Session (30 min)  
Discussion with Executive Director
- 11:30 Wrap up (10 min)
- 11:40 Evaluation (5 min)
- 11:45 Review next meeting date and location (5 min)
- December 7, 2024 in Billings
- 11:50 Motion to adjourn

**WORC BOARD OF DIRECTORS MEETING**  
**Saturday, December 2, 2023**  
**The Northern Hotel in Billings, Montana**

At 10:08 a.m. on December 2, 2023 Chair Bob LeResche convened the Board of Directors of the Western Organization of Resource Councils. Secretary Roxa Reller is keeping the minutes. The meeting is being recorded on Zoom.

**Board Members present:**

In person:

Paula Antoine (DRA)  
Nancy Hartenhoff Crooks (DRA)  
Linda Weiss (DRC)  
Marielena Vega (IORC)  
Kirstin Cavanaugh (NDNV)  
Roxa Reller (NPRC)

Dena Hoff (NPRC)  
Mitch Wolgamott (ORA)  
Norm Cimon (ORA)  
Bob LeResche (PRBRC)  
Lynne Huskinson (PRBRC)  
Montana Wilson (WNV)

By video:

Irene Ruiz (IORC)  
Steve Allerton (WCA)  
Barbara Vasquez (WCA)

There is a quorum present.

Staff present:

Sara Kendall (WORC)  
Eric Halstvedt (WORC)  
Scott Skokos (DRC)  
Marvel Karch (WORC)  
Mo Bailey (NOP)  
Briana Kerstein Bergeron (WORC)  
Eric Warren (WORC)  
Kerri Wolenetz (WORC)  
Caleb Lande (NPRC)  
Ronnie Jo Horse (WNV)  
Niklas Peters (WORC)

Sarah Hunkins (WORC)  
Emily Hornback (WCA)  
Shanna Sheperd (WCA)  
Robin EH. Bagley (PRBRC)  
Michael Nelson (WORC)  
Elizabeth Bean (WORC)  
Sydney Ausen (WORC)  
Leah Berry (WORC)  
Frank James (DRA)  
Jessica Plance (WORC)

There are three additions and changes to the draft agenda:

1. Addition of a discussion and decision regarding the 2023 audit under the current financials at 10:25.
2. Change the time to begin the final review and adoption of the operating plan to 2:00 instead of 2:15 as stated in the draft agenda.
3. Addition of decisions on resolutions regarding signature authority for bank accounts, and fiscal project sponsorship, both under 2024 budget and fundraising plans.

## **Approval of Minutes and Email Decisions:**

Motion #1: Norm Cimon moved, Kirsten Cavanaugh seconded, the motion to approve the Minutes from the June 10, 2023 WORC Board meeting and ratify the following two decisions approved by the Board over email. Motion passed.

- The chair's September 29 motion, which was approved by the board over email:  
*The Executive Director Search Committee shall consist of ten members, including one member from each of WORC's nine member groups and one WORC staff member. The committee will include Paula Antoine, Marielena Vega, Emily Hornback, Bob LeResche, Bernadette Dauenhauer, Ronnie Jo Horse, April Fairfield, Mitch Wolgamott, and Kerri Wolenetz.*
  
- The chair's August 25 motion, which was approved by the board over email:  
*The job announcement shall be altered to change the location requirement from required residence in Billings to "We strongly prefer that applicants live within WORC's organizing region."*

## **Financial Matters**

Treasurer Steve Allerton reviewed the treasurer's report.

Interim Executive Director Sara Kendall reviewed the 3rd quarter 2023 financial statements. Discussion – travel budget amount is building in an increase for more face-2-face meetings going forward.

Motion #2: Lynne Huskinson moved to accept the 3<sup>rd</sup> quarter financial reports through 9/30/2023, and Linda Weiss seconded. Motion passed.

Sara gave an overview of the 2022 audit and 990 distribution. The Board has received the 2022 audit. The audit gave a great report.

Sara and Kerri reviewed the options for the 2023 audit. The expected cost will be higher and the staff could look into a virtual audit.

Motion #3: Bob LeResche moved to have the staff look into the cost of a virtual audit for an email Board decision in March on a preferred option for the 2023 audit. Montana Wilson seconded. Motion passed.

## **2024 Operating Plan**

Sara and staff gave presentations on the 2023 Accomplishments and the 2024 Priorities in the 2024 Operating Plan:

- Organizational Effectiveness Plan, including DEI (Sara)
- Programs and Projects

- Communications (Eric W)
- Grassroots Democracy Program (Leah)
- Leadership and Capacity Building (Sydney)
- Nebraska Organizing Project (Mo)
- Technology (Eric H)
- Issue Campaigns
  - Agriculture and Food (Elizabeth)
  - Clean Renewable Energy (Niklas)
  - Coal (Sara K)
  - Oil and Gas (Sarah)

The board and staff discussed the Organizational Effectiveness, Programs and Projects and Issue Campaigns.

Motion #4: Montana Wilson moved, and Norm Cimon seconded, to amend the following into the 2024 Operating Plan:

- Leadership & Capacity Program  
***Explore and engage in opportunities to provide resources (funding, staff time, communications, etc.) to WNV and NDNV to develop and conduct Indigenous-led trainings and workshops for their staff and member communities.***
- Grassroots Democracy Program  
***This plan will include moving toward a South Dakota Native Vote organization to be active before the 2028 election.***
- Organizational Effectiveness  
***In 2024, WORC will update the campaign team structure to better engage all member groups and leaders to identify, develop and run strong, impactful campaigns including:***
  - o ***a) a process to engage member group boards of directors regarding how WORC groups and the member groups can support each other's campaigns;***
  - o ***b) and provide information and opportunities for our broader membership to engage in our campaigns.***

And to strike the following sentence: ~~*These conversations were paused, however, due to staffing shortages and focus on other priorities.*~~

- Coal and Just Transition  
**[New section]: Carbon Capture and Management**
  - o ***Carbon capture cuts across multiple campaign plans, including all network member organizations. In order to be effective, members of multiple campaigns should come together to form a team.***

- Communications Program  
[add to last paragraph] ***including how we use video and visual storytelling to enhance the network's organizing and campaigns.***

Motion #5: Montana Wilson moved to approve the 2024 Operating Plan as amended, Lynne Huskinson seconded. Motion passed.

## **Personnel**

Sara Kendall reviewed the Personnel Update Memo. Chair Bob LeResche noted that the Board does not typically approve the staffing plan, per se, but do approve positions in the budget.

Motion #6: Nancy Hartenhoff Crooks moved to approve the sabbatical for Eric Halstvedt. Motion seconded by Lynn Huskinson. Motion passed.

Motion #7: Paula Antoine moved to approve the new Political Campaign Coordinator position (Grassroots Democracy Program). Motion seconded by Dena Hoff. Motion passed.

New Item – Stipends: Chair, Bob LeResche, stated he would like the Board to be aware of stipends paid to member organizations in recognition and appreciation of their significant staff contributions to the ED search. He reminded the Board that the proposal we approved when the ED Search Committee was established included stipends for the member groups with staff representatives on the committee because the search committee requires significant work. Money goes to the member organization, not the staff person.

At 3:18 pm the Chair called an Executive Session for the Board only to discuss the Executive Director search.

At 4:27 pm the 2024 Chair reconvened the Board to review the 2024 Budget and Fundraising Plans.

## **2024 Budget & Fundraising Plan**

Motion #8: Norm Cimon moved, Kirsten Cavanaugh seconded, the motion to approve the 2024 Budget.

Motion #9: Montana Wilson moved to amend the main motion, to increase the meeting and travel budget by \$8,000 to account for single occupancy rooms. Paula Antoine seconded the motion. The amendment to the motion passed.

Motion #10: Montana Wilson moved to amend the main motion to increase professional services budget by \$7,000 for the board to review c3 and c4 status. The amendment to the motion passed.

The Chair called for a vote on the 2024 Budget as amended. All in favor, motion passed.

Sara gave a fundraising plans overview. There were no questions.

Motion #11: Linda Weiss moved, Lynn Huskinson seconded, to approve the signing authority for bank accounts. Motion passed. The signing authorities are:

Motion #12: Paula Antoine moved, Kirsten Cavanaugh seconded, to approve the Fiscal Sponsorship Program update. Bob LeResche moved to amend to, “**renew**”. Montana Wilson seconded. The amendment passed.

The Chair called for a vote on the Fiscal Sponsorship Program as amended. All in favor, motion passed.

## **Nominations & Elections**

Recognition was given to Steve Allerton (WCA), who is stepping down from the WORC board after serving since 2016, including serving as Treasurer and on the Finance, Executive, and Governance Committees (in both 2022 and 2023), and the Executive Director Design Team. A big Thank You to Steve!

### WORC Officers for 2024:

- Chair (DRA): Nancy Hartenhoff Crooks nominated Paula Antoine. Montana Wilson seconded. There were no other nominations.
- Vice-Chair (WCA): Steve Allerton nominated Barbara Vasquez. Marielena Vega seconded. There were no other nominations.
- Treasurer (NPRC): Dena Hoff nominated Roxa Reller. Kirstin Cavanaugh seconded. There were no other nominations.
- Secretary (DRC): Kirstin Cavanaugh nominated Linda Weiss. Dena Hoff seconded. There were no other nominations.

There were no other nominations; the Chair declared the election by unanimous consent. The new officers' terms begin on January 1, 2024. The next in the cycle will be the 2025 Secretary (Oregon).

### Committee Appointments for 2024:

- Personnel Committee: Made up of the Chair (Paula Antoine), Past Chair (Bob LeResche), and one board member appointed by the Chair in January.
- Finance Committee: Made up of the Treasurer (Roxa Reller), Vice-Chair (Barbara Vasquez), and one board member appointed by the Chair in January.
- Executive Committee: Made up of the members of the Personnel and Finance Committees (Paula, Bob, Barbara, Roxa, TBA, TBA).

- Note – the board also has a temporary Governance Committee, which will begin to meet after the new ED is hired and on-boarded. It will consist of five board members appointed by the Chair. In 2023 the members were Paula, Steve, and Roxa.

#### WORCEP Directors for 2024:

For each position, after ensuring there were no other nominations, the Chair declared election by unanimous consent:

- Colorado: vacant, to be determined.
- Montana: Dena Hoff continues.
- Oregon: Norm Cimon continues.
- Wyoming: Lynn Huskinson continues.
- At Large seat nominated by WNV: Tom MexicanCheyenne is the new rep.
- At Large seat nominated by NDNV: Wes Davis is the new rep.

#### **2024 board meeting schedule**

- January 20, Interviews and selection of new ED in Billings
- June 6-8, 2024 in Grand Junction, CO
- December 6-7, 2024 in Billings, MT

#### **Evaluation**

Meeting Evaluations: Is there one thing you learned or appreciated about the board meeting?

Executive session good, exec search, looking forward to Paula, and thanks to Bob  
Most satisfying

We done good, face to face is great

More clarity, better understanding, clear agenda

Appreciate dedication of staff & board

Getting to know everybody

Grateful for frank discussions, motel accommodation

Appreciate for everyone cooperating, we want to commit to change

Appreciate families attending and how everyone works together

#### **Adjourn**

At 5:12pm Norm Cimon moved, and Marielena Vega seconded a motion to Adjourn.  
Motion passed. Board meeting adjourned.



## **WORC Special Board Meeting Minutes**

**(DRAFT)**

**January 20, 2024**

**Billings, Montana**

At 2:50 pm on January 20, 2024 Chair Paula Antoine convened the Board of Directors of the Western Organization of Resource Councils.

Board Members present: Via Zoom – Paula Antoine – DRA, Steve Allerton – WCA, Lynne Huskinson – PRBRC, Elaine Kazakoff – IORC, Nancy Harkenhoff -Crooks – DRA.

In-Person – Bob LeResche – PRBRC, Mitch Wolgamott – ORA, Norm Cimon – ORA, Marielena Vega – IORC, Dena Hoff – NPRC, Roxa Reller – NPRC, Barbara Vasquez – WCA, April Fairfield – DRC, Linda Weiss – DRC, Montana Wilson – WNV.

There was a quorum present.

ED Search Consultants Anita Budhraj and Emily Goldfarb were present. The consultants left before the Board went into Executive Session.

At 3:01 pm Norm Cimon moved and Montana Wilson seconded to go into Executive Session to discuss candidates interviewed earlier in the day. Motion carried.

At 4:25 pm Norm Cimon moved and Marielena Vega seconded to leave Executive Session and to reconvene the WORC Board meeting. Motion carried.

Norm Cimon moved and Roxa Reller seconded that the WORC Board hire Deborah Love for the WORC Executive Director. Motion carried. Board members raised hands and said “Aye”, and no objections.

First decision –

Bob LeResche, moderator, stated an Onboarding Committee of four consisting of Paula Antoine, Roxa Reller, Montana Wilson and Bob LeResche will contact Deborah Love.

Second decision –

Bob LeResche moved and Roxa Reller seconded that in case the offer to Deborah Love is turned down, we do not offer the job to the second finalist. Motion carried.

At 4:39 pm Dates and locations of next WORC Board meetings for 2024 were announced:

- June 6 – 8, 2024, in Grand Junction, Colorado
- December 6 – 7, 2024, in Billings, Montana

At 4:41 pm Roxa Reller moved and Montana Wilson seconded to adjourn. Motion carried.



# **Western Organization of Resource Councils & WORC Education Project**

## **Explanatory Notes for Financials, Budget, Fundraising Plan Reports**

### **Quarter 1, FY 2024**

#### **Page 1 - Consolidated Statement of Financial Position and Cash Flow**

- This statement includes income, expenses and ending balance for WORC and the WORC Education Project's unrestricted and restricted (fiscal projects) and segregated funds.
- The two corporations began 2024 with about \$3.3 million (line 1) in unrestricted cash. \$645,000 of this balance was earmarked for pass through grants to the groups from Climate Imperative, which were sent out in February 2024.
- We ended the first quarter with \$2.5 million (line 29) in unrestricted funds. Our 2024 budget projects a \$207k/month spending rate, which gives us about 12 months of cash in the bank.

#### **Page 2 - 2024 Consolidated Profit & Loss with 2023 YTD Comparison**

- This report includes income and expenses for WORC and WORCEP but not for restricted funds and total income (line 11) for 2024 are about \$130k less than at the end of Quarter 1 2023
- Unrestricted grants (line is mostly due to the timing of grants received. We received a \$150k grant from the Grace Foundation in March of 2023, but this grant did not arrive this year until April 2024.
- WORCEP is benefiting from high interest rates, we made about \$22k more in Q1 2024 than in Q1 2023 (line 10).
- Total expenses (line 37) are higher than in 2023, mostly due to the opportunity to pass more funds through to the member groups in 2024 (line 12) as well as increased payroll and travel expenses.

#### **Page 3 - Consolidated Balance Sheet with 2023 YTD Comparison**

- This statement includes income, expenses and ending balance for WORC and the WORC Education Project's unrestricted and restricted (fiscal project) and segregated funds.
- We have about \$1.1 million more on account at the end of Q1 compared to this time in 2023, again mostly due to the timing of grants received by our fiscal projects.
- We've been investing this extra cash in a laddered CD program at RBC; these CDs have been earning interest between 4-4.9%. This interest is all unrestricted income.

#### **Page 4 - Budget Performance Statement**

- This report shows the budget comparison for the year for WORC and WORCEP but not for the restricted funds. This report assumes that our income and expense rate is constant each month. Income and expense lines that are less than 25% mean we're under budget, and over 25% show that we're over budget for the fiscal year.
- Overall, WORC's expenses (line 38) are just about 5.64% (or \$140k) under budget for the year, and about 4.72% under budget for payroll expenses (line 27), our largest budget item. We're also 13.73% under budget in our meetings and travel budget, our second largest budget item, but we will make that up with Summer meeting expenses in Quarter 2.

### **Page 5 - 2024 Fundraising Plan**

- As of May 15th, WORC and WORCEP had received or had commitments for \$2.802 million in grants (line 14). We had an additional \$550k in renewals that we're highly confident we'll receive (line 19). In March, we were invited to submit a proposal to Mosaic Momentum for \$200,000 a year for two years to support work in Montana, North Dakota, South Dakota and Wyoming to ensure our region benefits from the federal funding through the Infrastructure and Inflation Reduction Acts. We are working with member groups to develop a larger proposal to bring more resources to this work across our full region.
- At the end of March, based on committed grants and highly likely renewals, we had a fundraising gap of just over -\$430k (line 31), if we can secure the grants we have listed as 50% likely we will end the year with a \$133K surplus (line 32).

### **Page 6 - 2024 Pass-Through Grants to WORC's Member Groups**

- We have passed through \$1.4 million to member groups from the JPB Foundation (sent in Dec 2023) and Climate Imperative grants. We will be passing through an additional \$150K from the Grace Foundation grant that we just received. By the end of this year, we anticipate meeting our projected pass through grants to the member groups.

### **Page 7 - Non-Grant Income**

- This report shows our progress towards our internal (non-grant) fundraising goals for WORC and WORCEP.
- We've raised about 27% of our overall internal fundraising goal for the year, mostly due to high interest, fiscal fees and a couple of large anonymous donations to WORCEP.

### **Page 8 - Nebraska Organizing Project**

- The Nebraska Organizing Project has been doing some amazing fundraising work over the last couple of years and is ending Q1 2024 with about 8.5 months of cash in the bank.

## Consolidated Statement of Financial Position and Cashflow 3/31/2024

	WORC (C4)	WORCEP (C3)	CONSOLIDATED TOTAL
<b>Unrestricted Beginning Balance</b>	356,578.10	2,952,617.09	3,309,195.19
<b>Income</b>			
1 Grants		210,000.00	210,000.00
2 WORC Grants from WORCEP	542,013.52		
3 Member Group Dues	3,596.28		3,596.28
4 Contributions	5,507.70	22,306.00	27,813.70
5 Reimbursements	10,497.03	2,075.02	12,572.05
6 Program/Training Revenue	3,510.15		3,510.15
7 Interest/Misc. Income	2,439.50	33,657.98	36,097.48
8 Fiscal Sponsorship Income	5,077.90	43,921.58	48,999.48
9 <b>Total WORC &amp; WORCEP Income</b>	<b>572,642.08</b>	<b>311,960.58</b>	<b>342,589.14</b>
10 Fiscal Projects & Segregated Funds	612,783.52	872,112.67	1,484,896.19
11 <b>Total Combined Income</b>	<b>1,185,425.60</b>	<b>1,184,073.25</b>	<b>1,827,485.33</b>
<b>Expenses</b>			
12 Grant Distributions to WORC Member Groups	6,250.00	587,500.00	593,750.00
13 WORCEP Grants to WORC		542,013.52	
14 Payroll (Salaries, Taxes & Benefits)	342,882.50		342,882.50
15 Professional Services	32,647.10		32,647.10
16 Operating Expenses	29,467.20		29,467.20
17 Meetings & Travel	46,581.43		46,581.43
18 Occupancy	16,572.83	10,033.80	26,606.63
19 Telecommunications	5,329.84		5,329.84
20 Insurance			0.00
21 Depreciation	-308.97		-308.97
22 Advertising	553.38		553.38
23 Lobbying Expense	14.98		14.98
24 Misc. Expenses	655.83	71.03	726.86
25 Member Group Benefits & FSA Settlements	33,506.90		33,506.90
26 <b>Total WORC and WORCEP Expenses</b>	<b>514,153.02</b>	<b>1,139,618.35</b>	<b>1,078,250.95</b>
27 Fiscal Projects & Segregated Funds	447,681.88	508,908.06	535,382.08
28 <b>Total Combined Expenses</b>	<b>961,834.90</b>	<b>1,648,526.41</b>	<b>1,613,633.03</b>
29 <b>Total Unrestricted Ending Cash Balance</b>	<b>854,620.77</b>	<b>2,429,941.09</b>	<b>3,284,561.86</b>
<b>Balance Statement</b>			
<b>Assets</b>			
30 Cash	1,178,631.87	5,943,742.87	7,122,374.74
31 Accounts Receivable	53,698.80	7,237.30	60,936.10
32 Prepaid Expenses (Postage, Insurance)	30,004.27		30,004.27
33 Right of Use Assets (DC Office)		139,405.91	139,405.91
34 Fixed Assets (Building, Land)	464,279.57		464,279.57
<b>Total Assets</b>	<b>1,726,614.51</b>	<b>6,090,386.08</b>	<b>7,817,000.59</b>
<b>Liabilities</b>			
35 Accounts Payable	108,590.94	4,000.00	112,590.94
36 Current and Long-Term Lease Liability (DC Office)		139,285.79	139,285.79
37 Other Current Liabilities (Vacation Payable, Taxes)	52,785.22		52,785.22
38 <b>Total Liabilities</b>	<b>161,376.16</b>	<b>143,285.79</b>	<b>304,661.95</b>
<b>Equity</b>			
39 Unrestricted Assets	910,609.11	2,753,197.48	3,663,806.59
40 Restricted Assets (Fiscal Project & Segregated Funds)	407,714.17	3,660,444.99	4,068,159.16
41 Retained Earnings			0.00
42 Net Income	246,915.07	-466,542.18	-219,627.11
43 <b>Total Liabilities &amp; Equity</b>	<b>1,726,614.51</b>	<b>6,090,386.08</b>	<b>7,817,000.59</b>

Please note that these financial reports are for internal use only. The display of the two separate corporations was requested by Boards of Directors of both corporations in order to have a complete snapshot of the health of WORC and the WORC Education Project at a glance. These reports are not to be shared outside of the WORC network.

\*\*Grants from the WORC Education Project to WORC (highlighted above) are included in the consolidated total, as this income and expense offset each other and inaccurately inflate the actual income and expenses of the two corporations.

## WORC & WORC Education Project

### 2024 Consolidated Profit & Loss with 2023 YTD Comparison

	March 31, 2024			March 31, 2023		
	WORC (C4)	WORCEP (C3)	Consolidated Total	WORC (C4)	WORCEP (C3)	Consolidated Total
<b>Income</b>						
<b>Internal Income</b>						
1 Member Group Dues	3,596.28		3,596.28	3,283.89		3,283.89
2 Contributions	5,507.70	22,306.00	27,813.70	3,600.84	4,000.00	7,600.84
4 Program/Training Income	3,510.15		3,510.15			0.00
5 Fiscal Sponsorship Income	5,077.90	43,921.58	48,999.48	2,798.22	52,765.05	55,563.27
6 Reimbursements	10,497.03	2,075.02	12,572.05	228.82		228.82
<b>Grant Income</b>						
8 Unrestricted Grants		210,000.00	210,000.00		388,500.00	388,500.00
9 Grants to WORC from WORC Education Project	542,013.52			387,077.69		
10 Miscellaneous Income (Interest, etc)	2,439.50	33,657.98	36,097.48	6,389.87	11,576.39	17,966.26
11 <b>Total Income</b>	<b>572,642.08</b>	<b>311,960.58</b>	<b>342,589.14</b>	<b>403,379.33</b>	<b>456,841.44</b>	<b>473,143.08</b>
<b>Expenses</b>						
12 Grant Distributions to WORC Member Groups	6,250.00	587,500.00	593,750.00		50,000.00	50,000.00
13 Grant Distributions - Other						0.00
14 Grants to WORC		542,013.52			387,077.69	
<b>Payroll Expenses</b>						
15 Wages	280,885.10		280,885.10	232,248.04		232,248.04
16 Employment Taxes	22,797.20		22,797.20	18,213.93		18,213.93
17 Federal Unemployment Taxes	914.05		914.05	659.37		659.37
18 State Unemployment Expense	3,755.49		3,755.49	3,247.44		3,247.44
19 Workers Comp Expense	1,134.23		1,134.23	-453.28		-453.28
20 Health Insurance Expense	28,975.06		28,975.06	23,438.64		23,438.64
21 Employee Health Insurance Withholding	-1,611.63		-1,611.63	-115.02		-115.02
22 FSA Admin Fees	275.00		275.00	0		0.00
23 Employer Pension Contributions	-23.06		-23.06	0.00		0.00
24 Retirement Plan Expense	-149.25		-149.25	982.00		982.00
25 Hiring Expenses	5,555.41		5,555.41	2,614.56		2,614.56
26 <b>Total Payroll Expenses</b>	<b>342,507.60</b>		<b>342,507.60</b>	<b>280,835.68</b>		<b>280,835.68</b>
27 Professional Services	32,647.10		32,647.10	11,791.53		11,791.53
28 Operating Expenses	29,467.20		29,467.20	15,719.24		15,719.24
29 Meetings & Travel	46,581.43		46,581.43	12,514.09		12,514.09
30 Occupancy	16,572.83	10,033.80	26,606.63	12,725.34	1,890.11	14,615.45
31 Telecommunications	5,329.84		5,329.84	4,640.87		4,640.87
32 Insurance			0.00			0.00
33 Depreciation	-308.97					0.00
34 Advertising	553.38		553.38	651.22		651.22
35 Lobbying Expenses	14.98		14.98	73.50		73.50
36 Misc. Expenses	655.83	71.03	726.86	484.56	85.32	569.88
37 <b>Total Expenses</b>	<b>480,271.22</b>	<b>1,139,618.35</b>	<b>1,078,185.02</b>	<b>339,436.03</b>	<b>439,053.12</b>	<b>391,411.46</b>
38 <b>Net Income</b>	<b>92,370.86</b>	<b>-827,657.77</b>	<b>-735,286.91</b>	<b>63,943.30</b>	<b>17,788.32</b>	<b>81,731.62</b>

Please note that these financial reports are for internal use only. The display of the two separate corporations was requested by Boards of Directors of both corporations in order to have a complete snapshot of the health of WORC and the WORC Education Project at a glance. These reports are not to be shared outside of the WORC network.

\*\*Grants from the WORC Education Project to WORC (highlighted above) are not included in the consolidated total, as this income and expense offset each other and inaccurately inflate the actual income and expenses of the two corporations.

# WORC & WORC Education Project

## 2024 Consolidated Balance Sheet with 2023 YTD Comparison

		March 31, 2024			March 31, 2023		
		WORC (C4)	WORCEP (C3)	Consolidated Total	WORC (C4)	WORCEP (C3)	Consolidated Total
<b>Assets</b>							
<b>Current Assets</b>							
1	Operating Checking - Western Security Bank	84,834.41	1,724,415.01	1,809,249.42	60,837.71	1,620,741.53	1,681,579.24
2	Savings - Western Security Bank	473,407.42		473,407.42	136,890.36		136,890.36
3	Savings - First Interstate Bank	264,444.74	260,884.00	525,328.74	257,438.01	971,265.74	1,228,703.75
5	WORC - Flexible Savings Account	37,537.01		37,537.01	29,295.54		
6	Savings - Stockman Bank	250,543.94	261,993.51	512,537.45		207,012.36	207,012.36
7	Savings - Yellowstone Bank		260,900.06	260,900.06		254,047.36	254,047.36
	MT Rural Voters	34,175.79		34,175.79			
	CO Rural Voters	28,688.56		28,688.56			
	ND Rural Voters	5,000.00		5,000.00			
8	RBC Cash Account		558,111.84	558,111.84		633,476.72	633,476.72
9	RBC CD 1      Maturity Date    8/4/2025		235,096.80	235,096.80		240,000.00	240,000.00
10	RBC CD 2      4/30/2024		239,688.00	239,688.00		239,004.00	239,004.00
11	RBC CD 3      4/14/2026		238,608.00	238,608.00		240,000.00	240,000.00
12	RBC CD 4      7/28/2026		231,964.80	231,964.80		240,000.00	240,000.00
13	RBC CD 5      11/9/2026		236,692.80	236,692.80		238,581.60	238,581.60
14	RBC CD 6      8/1/2024		239,402.40	239,402.40		240,000.00	240,000.00
15	RBC CD 7      11/12/2024		236,695.20	236,695.20		240,000.00	240,000.00
16	RBC CD 8      2/1/2025		238,843.20	238,843.20		240,000.00	240,000.00
17	RBC CD 9      1/22/2026		221,997.60	221,997.60			0.00
18	RBC CD 10     5/8/2025		239,272.80	239,272.80			0.00
19	RBC CD 11     11/10/2025		238,576.80	238,576.80			0.00
20	RBC CD 12     2/9/2027		236,412.00	236,412.00			
21	Scholarship Fund - Franklin Templeton		44,188.05	44,188.05		39,801.71	39,801.71
22	<b>Total Checking/Savings</b>	<b>1,178,631.87</b>	<b>5,943,742.87</b>	<b>7,122,374.74</b>	<b>484,461.62</b>	<b>5,643,931.02</b>	<b>6,099,097.10</b>
23	Accounts Receivable	53,698.80	7,237.30	60,936.10	65,369.92	237.02	65,606.94
24	Pre-Paid Expenses (Postage, Health Ins)	30,004.27		30,004.27	10,627.82		10,627.82
25	Fixed Assets (Building, Land, Vehicle)	464,279.57		464,279.57	469,927.46		469,927.46
26	Right of Use (DC Office Lease)		139,405.91	139,405.91		171,660.41	171,660.41
27	<b>Total Assets</b>	<b>1,726,614.51</b>	<b>6,090,386.08</b>	<b>7,817,000.59</b>	<b>1,030,386.82</b>	<b>5,815,828.45</b>	<b>6,645,259.32</b>
<b>Liabilities &amp; Equity</b>							
28	Liabilities (Accrued Vacation, Accts. Payable)	161,376.16	4,000.00	165,376.16	63,278.26	4,000.00	67,278.26
29	DC Office Lease Liabilities (Current & Long Term)		139,285.79	139,285.79		171,660.41	171,660.41
30	<b>Total Liabilities</b>	<b>161,376.16</b>	<b>143,285.79</b>	<b>304,661.95</b>	<b>63,278.26</b>	<b>175,660.41</b>	<b>67,278.26</b>
31	<b>Equity</b>						
32	Unrestricted Net Assets	910,609.11	2,736,279.12	3,646,888.23	909,741.72	2,200,897.04	3,110,638.76
33	Unrestricted Scholarship Fund Interest		16,918.36	16,918.36		13,520.23	13,520.23
34	Restricted Net Assets	407,714.17	3,660,444.99	4,068,159.16	3,760.44	3,450,876.50	3,454,636.94
35	Retained Earnings			0.00			0.00
36	Net Income	246,915.07	-466,542.18	-219,627.11	53,606.40	-25,125.50	28,480.90
37	<b>Total Liabilities &amp; Equity</b>	<b>1,726,614.51</b>	<b>6,090,386.08</b>	<b>7,817,000.59</b>	<b>1,030,386.82</b>	<b>5,815,828.68</b>	<b>6,674,555.09</b>

Please note that these financial reports are for internal use only. The display of the two separate corporations was requested by Boards of Directors of both corporations in order to have a complete snapshot of the financial health of WORC and the WORC Education Project at a glance. These reports are not to be shared outside of the WORC network.

# WORC & WORC Education Project

## Budget Performance Statement

### 3/31/2024

		WORC (C4)				WORC Education Project (C3)			
		2024 Actual	% of Annual Budget 25% of Fiscal Year)	Remaining from (Over) Annual Budget	Total Annual Budget	2024 Actual	% of Annual Budget (25% of Fiscal Year)	Remaining from (Over) Annual Budget	Total Annual Budget
<b>Income</b>									
Internal Income									
1	Member Group Dues	3,596.28	25.69%	10,403.72	14,000.00				
2	Contributions	5,507.70	23.95%	17,492.30	23,000.00	22,306.00	148.71%	(7,306.00)	15,000.00
3	Program Revenue (Training, Consulting)	3,510.15	24.42%	10,864.85	14,375.00				
4	Fiscal Sponsorship Income	5,077.90	10.16%	44,922.10	50,000.00	43,921.58	17.57%	206,078.42	250,000.00
5	Reimbursements	10,497.03							
6	Grant Income								
7	Unrestricted Grants					210,000.00	8.46%	2,271,350.00	2,481,350.00
8	Temporarily Restricted Grants								
9	Grants to WORC from WORC Education Project	542,013.52	21.84%	1,939,336.48	2,481,350.00				
10	Miscellaneous Income (Interest, etc)	2,439.50	16.26%	12,560.50	15,000.00	33,657.98	67.32%	16,342.02	50,000.00
	<b>Total Income</b>	<b>572,642.08</b>	<b>22.04%</b>	<b>2,035,579.95</b>	<b>2,597,725.00</b>	<b>309,885.56</b>	<b>11.08%</b>	<b>2,486,464.44</b>	<b>2,796,350.00</b>
<b>Expenses</b>									
11	Grant Distributions to WORC Member Groups	6,250.00				587,500.00	31.17%	1,297,500.00	1,885,000.00
12	Grants to WORC					542,013.52	21.84%	1,939,336.48	2,481,350.00
13	Other Grant Distributions								
14	Payroll Expenses								
15	Wages	280,885.10	20.31%	1,101,814.90	1,382,700.00				
16	Employment Taxes	22,797.20	21.07%	85,402.80	108,200.00				
17	Federal Unemployment Taxes	914.05	114.26%	(114.05)	800.00				
18	State Unemployment Taxes	3,755.49	36.11%	6,644.51	10,400.00				
20	Workers Comp Expense	1,134.23	23.63%	3,665.77	4,800.00				
21	Health Insurance Expense	28,975.06	22.02%	102,624.94	131,600.00				
22	Employee Health Insurance Withholding	-1,611.63		1,611.63	0.00				
23	FSA Admin Fees	275.00	42.31%	375.00	650.00				
23	Employer Retirement Contributions	-23.06	-0.05%	45,423.06	45,400.00				
24	Retirement Plan Expense	-149.25	0.00%	149.25	0.00				
25	Hiring Expenses	5,555.41	111.11%	(555.41)	5,000.00				
27	<b>Total Payroll Expenses</b>	<b>342,507.60</b>	<b>20.27%</b>	<b>1,347,042.40</b>	<b>1,689,550.00</b>				
28	Professional Services	32,647.10	19.18%	137,602.90	170,250.00		0.00%	10,500.00	10,500.00
29	Operating Expenses	29,467.20	26.29%	82,632.80	112,100.00		0.00%	250.00	250.00
30	Meetings & Travel	46,581.43	11.27%	366,618.57	413,200.00				
31	Occupancy	16,572.83	24.23%	51,827.17	68,400.00	10,033.80	26.76%	27,466.20	37,500.00
32	Telecommunications	5,329.84	25.69%	15,420.16	20,750.00				
33	Insurance		0.00%	2,450.00	2,450.00				3,000.00
34	Depreciation Expense	-308.97		(553.38)	0.00				
35	Lobbying Expenses	14.98		(14.98)	0.00				
36	Advertising	553.38	22.14%	1,946.62	2,500.00				
37	Misc. Expenses (Bank & Credit Card Charges)	655.83	30.50%	1,494.17	2,150.00	71.03	11.84%	528.97	600.00
38	<b>Total Expenses</b>	<b>480,271.22</b>	<b>19.36%</b>	<b>2,006,466.43</b>	<b>2,481,350.00</b>	<b>1,139,618.35</b>	<b>58.84%</b>	<b>3,275,581.65</b>	<b>1,936,850.00</b>

Please note that these financial reports are for internal use only. The display of the two separate corporations was requested by Boards of Directors of both corporations in order to have a complete snapshot of the health of WORC and the WORC Education Project at a glance. These reports are not to be shared outside of the WORC network.

**\*\*Grants from the WORC Education Project to WORC (highlighted above) are not included in the consolidated total, as this income and expense offset each other and inaccurately inflate the actual income and expenses of the two corporations.**



# WORC and WORC Education Project

## 2024 Fundraising Plan

as of 5/28/2024

	<u>Total</u>	<u>WORC/EP</u>	<u>Regrants</u>
<b>2024 Goal:</b>	4,418,200	2,533,200	1,885,000

	<u>Grant Purpose</u>	<u>Amount</u>	<u>WORC</u>	<u>Member Group Regrants</u>
<b><u>Committed, Received</u></b>				
1	128 Collective	Rural Co-ops	100,000	100,000
2	Climate Imperative	Coal/Oil & Gas/REC	1,000,000	355,000
3	Hewlett Fdn (Yr 2 of 3)	Oil and Gas	100,000	100,000
4	Just Transition Fund	Just Transition/Coal	100,000	100,000
5	Farm Aid	Ag & Food	12,000	12,000
6	Cinnabar Foundation	General Support	10,000	10,000
7	Grace Communications Fdn	Ag & Food	200,000	50,000
8	Schwab Charitable	General Support	20,000	20,000
9	MG Capacity Fund			75,000
10	JPB Foundation (Yr 2 of 3)	Rural Organizing	1,000,000	250,000
	<b>Total Committed, Received</b>	<b>2,542,000</b>	<b>997,000</b>	<b>1,620,000</b>
<b><u>Committed, Not Received</u></b>				
11	Mosaic (Y1 of 2)	Fed \$ Implementation/CRE	200,000	140,000
12	U.U. Veatch (Yr 2 of 3)	General Support	60,000	60,000
13	<b>Total Committed, Not Yet Received</b>	<b>260,000</b>	<b>200,000</b>	<b>60,000</b>
<b><u>Pending</u></b>				
	<b>Total Pending</b>			
14	<b>Total Committed &amp; Pending</b>	<b>2,802,000</b>	<b>1,197,000</b>	<b>1,680,000</b>
<b><u>Likely Renewals &amp; New Prospects - Likely (90%+)</u></b>				
15	Rural Power Coalition	Rural Co-ops/CRE	100,000	100,000
16	11th Hour	Ag & Food	250,000	75,000
17	Carbon Advocacy Project	Coal, Oil/Gas	100,000	
18	128 Collective	CRE/IRA Implementation	100,000	100,000
19	<b>Total Likely (90%+)</b>	<b>550,000</b>	<b>275,000</b>	<b>175,000</b>
20	<b>Total Committed, Pending &amp; 90%+</b>	<b>3,352,000</b>	<b>1,472,000</b>	<b>1,855,000</b>
<b><u>Possible Renewals &amp; New Prospects - 50%</u></b>				
21	Hewlett Fdn (one-time)	General Support	400,000	
22	Energy Foundation	Oil and Gas, Rural Co-ops	200,000	
23	<b>Total Renewals - 50%</b>	<b>600,000</b>	<b>0</b>	<b>0</b>
24	<b>Total All Grant 50%+</b>	<b>3,952,000</b>	<b>1,472,000</b>	<b>1,855,000</b>
<b><u>Uncertain Renewals &amp; New Prospects</u></b>				
25	Energy Foundation	IRA Implementation	200,000	
26	Rockefeller Family Fund	Oil/Gas	75,000	75,000
27	<b>Total Uncertain</b>	<b>275,000</b>	<b>75,000</b>	<b>0</b>

28	<b>Total Possible Grant Income (including new sources)</b>	<b>4,227,000</b>	<b>1,547,000</b>	<b>1,855,000</b>
29	<b>Total Projected Internal Income</b>	631,375	631,375	
30	<b>Total Projected Grant and Internal Income</b>	<b>4,858,375</b>	<b>2,178,375</b>	

**Progress (Amount Needed) Towards**

**Goal: Total**

31	<b>With 90%+ Certainty &amp; Internal Income:</b>	-434,825
32	<b>With 50%+ Certainty &amp; Internal Income:</b>	133,800
33	<b>With All Identified &amp; Internal Income:</b>	440,175

**Definitions of FR Plan**

**Categories**

<u>Committed, Received</u>	Funds Received
<u>Committed, Not Received</u>	Request accepted, waiting on grant funds. Includes multi-year grants
<u>Pending</u>	Request/Proposal submitted. Should only include invited requests, not LOIs or open RFPs where we have no direct funder contact
<u>Likely Renewals &amp; New Prospects (90%+)</u>	Funders where we have a past history of accepted requests and/or consistent invitations to submit renewal request. Funders that we have been in regular contact with during the current year and have clearly indicated that we will be invited to submit a request.
<u>Possible Renewals &amp; New Prospects (50%+)</u>	We have been in recent and/or regular contact with the funder and we plan to submit a request during current year. We have enough direct information from funder to put in a funding amount and possible pass through estimate.
<u>Uncertain Renewals &amp; New Prospects</u>	Funders that we plan to reach out to during current year, or are in current conversations with, but we do not yet have a clear plan to submit a request or direct contact at the foundation. Includes LOIs submitted to open RFPs where we do not have a direct funder contact.

## DRAFT 2024 Pass Through Grants to WORC's Member Groups

As of May 20, 2024

	<b>Funder and Status</b>	<b>ESTIMATED Proposal Due Date</b>	<b>Timeline for Grant Approval and Funds Distribution</b>	<b>Issue</b>	<b>Total Grant Amount</b>	<b>DRA</b>	<b>DRC</b>	<b>IORC</b>	<b>NDNV</b>	<b>NE Org Project</b>	<b>NPRC</b>	<b>ORA</b>	<b>PRBRC</b>	<b>WCA</b>	<b>WNV</b>	<b>WORC</b>	<b>Total Pass Through Amount</b>
<b>Committed, Received</b>																	
	JPB Foundation (Yr 2 of 3)	Submitted July 2022	Dec 2023	Basebuilding Through Rural Organizing	1,000,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	250,000	750,000
	Climate Imperative (\$1,000,000 total)	Submitted Oct 2023	Feb 2024	Coal	250,000		50,000				50,000		50,000			100,000	150,000
	Climate Imperative	Submitted Oct 2023	Feb 2024	Gas Plants	125,000						50,000		25,000			50,000	75,000
	Climate Imperative	Submitted Oct 2023	Feb 2024	REC/CRE	575,000	60,000	60,000		60,000		60,000	60,000	60,000	60,000		155,000	420,000
	Grace Communications Fdn	No proposal usually submitted	If approved, est. Apr 2024	Ag/Food	200,000	30,000	30,000	30,000			15,000	30,000	15,000			50,000	150,000
																	<b>1,545,000</b>
<b>Likely Renewals</b>																	
	11th Hour Project	Est. Mar 2023	If approved, est. Jun 2024	Ag/Food	250,000	25,000	25,000	25,000			25,000	25,000	25,000	25,000		75,000	175,000
<b>Member Group Capacity Grants</b>																	
	<b>2023 Awarded, Granted in 2024</b>				48,972		7,500			20,000		16,432					43,932
	<b>2024 Awards</b>				75,000							11,068					75,000
<b>TOTALS</b>						<b>190,000</b>	<b>247,500</b>	<b>130,000</b>	<b>135,000</b>	<b>95,000</b>	<b>275,000</b>	<b>217,500</b>	<b>250,000</b>	<b>160,000</b>	<b>75,000</b>	<b>680,000</b>	<b>3,383,932</b>

# WORC (C4) & WORC Education Project (C3)

## Non-Grant Income

As of Mar 31, 2024

	<u>Budget/Goal</u>	<u>YTD Actual</u>		<u>Total</u>	<u>Exceeded (Remaining) Towards Goal</u>
		<u>WORC (C4)</u>	<u>WORCEP (C3)</u>		
1 Membership Dues	14,000.00	3,596.28		3,596.28	(10,403.72)
2 Program/Training/Consulting	14,375.00	3,510.15		3,510.15	(10,864.85)
3 Scholarship Fund Income				0.00	0.00
4 Contributions	38,000.00	5,507.70	22,306.00	27,813.70	(10,186.30)
5 Fiscal Fees	300,000.00	5,077.90	43,921.58	48,999.48	(251,000.52)
6 Promotional Marketing Income				0.00	0.00
7 Interest	65,000.00	2,439.50	33,657.98	36,097.48	(28,902.52)
8 Misc. Income				0.00	0.00
9 Reimbursements		10,497.03	2,075.02	12,572.05	12,572.05
10	<b>431,375.00</b>	<b>30,628.56</b>	<b>99,885.56</b>	<b>120,017.09</b>	<b>(311,357.91)</b>

Please note that these financial reports are for internal use only. The display of the two separate corporations was requested by Boards of Directors of both corporations in order to have a complete snapshot of the health of WORC and the WORC Education Project at a glance. These reports are not to be shared outside of the WORC network.

**Nebraska Organizing Project**  
**Consolidated Statement of Financial Position**  
**03/31/2024**

	<b>Beginning Balance</b>	206,862.70
<b>Income</b>		
	<b>Grants</b>	
	UU Funding Program	15,000.00
	Great Plains Conference	48,964.50
	WORCEP - Membership Grant	2,500.00
	<b>Subtotal Grant Income</b>	<u><b>66,464.50</b></u>
	<b>Internal</b>	
	Contributions	677.04
	<b>Total Income</b>	<u><b>67,141.54</b></u>
<b>Expenses</b>		
	Salaries, Taxes & Benefits	40,002.07
	Operating Expenses	440.60
	Meetings & Travel	6,580.52
	Occupancy	1,204.98
	Telecommunications	590.56
	Fiscal Fees	4,524.91
	<b>Total Expenses</b>	<u><b>53,343.64</b></u>
<b>Ending Cash Assets</b>		<u><u><b>220,660.60</b></u></u>

**To:** WORC and WORC Education Project Boards of Directors  
**Fr:** Deb Love, Executive Director  
**Dt:** May 24, 2024  
**Re:** 2024 Budget Amendment Request

---

As staff informed the Boards in December 2023, we need to make an amendment to our budgets to cover increased audit expenses.

In December, the WORC board decided to have staff look into the cost of a virtual audit for an email Board decision in March on a preferred option for the 2023 audit. The board-approved budget includes \$10,000 for the audit and \$2,500 for the 990s, for a total of \$12,500. The board passed this budget with the understanding we would need to increase the amount after we received proposals and selected an auditor.

The WORC Education Project Board moved that staff find an auditor. The board-approved budget includes \$8,000 for the audit and \$2,500 for the 990, for a total of \$10,500. The board passed this budget with the understanding we would need to increase the amount after we received proposals and selected an auditor. The total budget for audits and 990s for both organizations for FY 2023 is \$23,000.

We received four quotes to conduct audits of WORC, WORC Education Project and to complete IRS Form 990s for both organizations. They're all significantly higher than what we've paid in previous years, and this is really due to Strom and Associates charging us well below market rate in the past.

We presented these options to the Finance Committee in March. The Committee recommended that we bring a request to the Boards to increase the 2024 budgets to enter into a three-year engagement with Junkermier, Clark, Campanella, Stevens (JCCS) out of Helena, MT. JCCS was the only firm to offer a three-year contract option for reduced rates for 3 years, which allows us to lock in a three-year contract and not have to worry about this for a few years. The 2023 audit process is already underway, with the bulk of the work being completed in June. We anticipate we will have final audits around or before Labor Day.

**Audit & 990 Contract Costs:**

<b>WORC Audit:</b> \$24,000	<b>WORCEP Audit:</b> \$19,200
<b>WORC Form 990:</b> \$2,800	<b>WORCEP Form 990:</b> \$2,800

**Combined Cost for the 3-year contract:** 1st Yr: \$43,200, 2nd Yr: \$46,700, 3rd Yr: \$49,500

**Board Action:**

We recommend that the Boards approve the following:

- **WORC: A budget increase of \$14,300**, which includes \$14,000 for the audit and \$300 for the 990
- **WORCEP: A budget increase of \$11,500**, which includes \$11,200 for the audit and \$300 for the 990

**Western Organization of Resource Councils**

**Resolution of the WORC Board of Directors**

**June 8, 2024**

**Signature Powers for Bank Accounts**

Deb Love, Executive Director, Sara Kendall, Program Director, Kerri Nelson Wolenez, Finance Director, and Leah Berry, Political Director are authorized by the Board of Directors of Western Organization of Resource Councils, acting on behalf of the Board and in accordance with its resolutions, as authorized signers for any and all bank or checking accounts for the corporation. This resolution includes opening bank accounts for WORC's DBAs: Montana Rural Voters, North Dakota Rural Voters and Colorado Rural Voters.

Adopted by the WORC Board on this, the 8th day of June, 2024.

---

Paula Antoine,  
WORC Board Chair





To: WORC Board  
Fr: Deb Love, Executive Director  
Date: May 24, 2024  
Re: Personnel Update

---

#### Vacancies:

We currently have three vacancies on the WORC staff:

- I am working with Leadership and Capacity Director Sydney Ausen on a plan to build out the Leadership and Capacity Program to ensure that WORC's trainings are culturally relevant and meeting the needs of all member groups. Given Sydney's impending maternity leave, we have made the decision to: (1) have Mo Bailey dedicate 25% of her time to support the program in 2024; and (2) hire a bilingual consultant to act as a co-facilitator and translator for the Bilingual Nebraska POCO training in the fall.

We have offered the Leadership and Capacity Coordinator position to an applicant and are currently discussing terms with them. If hired, they would likely begin in 2025, and bring the skills and experience needed to sustain and update our current trainings and program, as well as additional experience with DEI trainings. We have had some conversations with WNV regarding their training needs, and have plans for additional discussions with all of the groups regarding their needs, with an emphasis on working with IORC, Nebraska Organizing Project, NDNV, ORA and WCA as well as WNV on a plan for culturally relevant and accessible trainings for the network's increasingly diverse membership base. We look forward to bringing a proposal for how we will provide capacity and resources for the next iteration of this critical program to the board in the future.

- We have a temporary part-time Development Coordinator, Maggie Hansbury, working with Briana Bergeron and myself and are not planning to fill that position until I get a better sense of what our needs are. Maggie is filling a critical gap but has relocated to China, so will not be considered for this position.
- The Communications Director position will also remain unfilled until we are more clear on what our member groups need and how or if this position aligns with our development program. Communications Coordinator Eric Warren continues to remain the lead for the program. Both he and Creative Content Producer Jessica Plance have both taken on additional responsibilities, and we have scaled back plans in some areas in order to focus on the highest priority communications work.

#### New Hires:

- Claire Deuter will be joining WORC's staff as our Campaign Coordinator on June 10, and will be assigned to oil and gas and carbon capture work. Claire has worked for nearly two years with Powder River Basin Resource Council as a community organizer and staff attorney. She is a native South Dakotan who grew up in the Black Hills, and attended SDSU and Lewis and Clark law school. She brings a strong background in policy and legal work, as well as community organizing – and has been a member of the

CCS team for PRBRC. We're so glad to have Claire joining our team, and greatly appreciate the support of the good folks at Powder River as she makes this transition.

Sabbaticals/Family Leave:

- Regional Technology Coordinator, Eric Halstvedt, will begin his three month sabbatical directly following the summer conference, June 10-September 9. Eric has drafted a Personnel Technology Guide, assigned colleagues to handle minor issues, has a consultant on retainer for challenging issues and will be checking in once a month.
- Leadership and Capacity Program Director, Sydney Ausen, will begin her parental leave in two parts, July 1-August 30 and January 2-January 31. Sydney has drafted a parental leave plan and will be working with Mo Bailey to cover the Support Systems for Organizers Lab, the Organizer School in July and August, and planning for the Nebraska POCO in November. Sara Kendall and Elizabeth Bean will cover support for IORC's Strategic Planning process, and Briana Bergeron will cover support for WCA's Climate Campaign exploration.
- Finance Director, Kerri Wolenetz and I have agreed that she will delay the next installment of her approved sabbatical. Kerri had proposed and been approved to take her sabbatical in three one-month periods during 2023, 2024 and 2025. However, Kerri realized that it would be extremely challenging for her and our staff if she were to be away for a month during my first year as ED, and given the extremely busy and demanding political year in Montana. We greatly appreciate her flexibility.

Current WORC Staffing:	
Position	Staff Person
Campaign Coordinator (Agriculture & Food)	Elizabeth Bean
Campaign Coordinator (Clean Renewable Energy)	Niklas Peters
Campaign Coordinator (Oil & Gas and CCS)	Claire Deuter
Communications Coordinator	Eric Warren
Communications Director	Vacant
Creative Content Producer	Jessica Plance
Development Coordinator (part-time)	Maggie Hansbury
Executive Director	Deb Love
Finance Director	Kerri Wolenetz
Leadership and Capacity Coordinator	Vacant
Leadership and Capacity Director	Sydney Ausen

Nebraska Lead Organizer	Mo Bailey
Office Administrator and Donor Relations Coordinator	Marvel Karch
Program Director (Ag & Food, Fossil Fuels & Federal Policy)	Sara Kendall
Program Director (Clean Renewable Energy & Foundation Fundraising)	Briana Bergeron
Regional Political Coordinator	Sandy Burch
Regional Political Director	Leah Berry
Regional Technology Coordinator	Eric Halstvedt
Senior Advisor (part-time)	Pat Sweeney
Senior Advisor (part-time)	Kevin Williams
Washington, DC Representative (Ag & Food, Clean Renewable Energy)	Michael Nelson
Washington, DC Representative (Coal, O&G)	Sarah Hunkins

To: WORC Board  
Fr: Deb Love, Executive Director  
Date: May 24, 2024  
Re: Proposed New Human Resources Manager Position

---

With the support of the Personnel Committee, I am proposing to add a new permanent Human Resources Manager position to support WORC and our member groups. Given the personnel challenges we have experienced, the high turnover of member group and WORC organizing staff (and associated costs), and our commitment to building a more supportive, inclusive and equitable network, we are requesting additional human resources capacity and expertise. The position would report to the ED and be based in our organizing region, with a Billings location preferred but not required.

Key responsibilities would include:

- Hiring: Ensure recruitment and hiring processes are equitable, inclusive, robust and consistent, including leading or participating in hiring processes, and updating and maintaining tools and best practices
- Policies and compliance: Implement and refine HR policies and practices to enhance staff effectiveness, support and well-being, work with ED to ensure fair and equitable compensation structure, maintain knowledge of HR industry trends, and ensure compliance with state and federal employment laws and regulations
- Staff development: Ensure comprehensive and effective onboarding for all new hires, oversee annual performance reviews, develop and support professional development plans in partnership with supervisors
- Training: Develop trainings for WORC and network staff to enhance staff experience, including workplace safety; promote workplace and network values; and educate staff regarding legal requirements, policies and best practices
- Network relationships: Support the building of collaborative relationships across the WORC staff and network, including by supporting the development of an inclusive, multicultural environment, and effective resolution of conflicts and complaints
- Network support: Provide human resources and personnel advice, support, training and tools to WORC's nine member groups

We anticipate posting this position with an expected salary range of \$75-85K. If we post this immediately, the earliest start date would likely be September, which would increase our salary costs for 2024 by approximately \$20K. We believe this could be covered through savings due to existing open positions so I am not proposing a budget increase. This would require an increase to our budget in 2025 and future years. I am confident we can continue to fund this position in future years through overhead on new prospective grants.

To: WORC Board  
From: Sara Kendall, Briana Bergeron, Elizabeth Bean  
Date: May 22, 2024  
Re: WORC Issue and Campaign Team Restructure Update

Last fall, we hosted listening sessions and asked network stakeholders what they value in our regional issue and campaign teams, and how these teams can best advance our shared priorities and demonstrate and build our collective power. We began this process in response to feedback from network leaders and staff (including WORC staff) that we needed to update WORC's campaign and issue team structure, in order to:

- Revitalize our practice of grassroots community organizing and power building and increase the impact of our campaign work;
- Focus WORC's capacity on those campaigns; and
- Ensure our regional campaign and issue work reflects our groups' priorities;
- Be open and inclusive of new issues, including clarifying the process for new regional issue work and campaigns that come from the member groups, especially as the groups organize a broader, more diverse base in order to better support and advance multiracial and multicultural organizing across our networks.

We continued that discussion during the 2023 WORC December meeting with small group discussions focusing on how to create new teams, member engagement expectations, how to evaluate and end a team and how we can support shared learning. WORC staff used the feedback from those discussions to develop a proposal we shared in April with the network and organized two listening sessions in mid-May to gather feedback on that proposal.

The WORC campaign staff have worked throughout the past five months to draft clear purpose statements for issue and campaign teams, key criteria for a successful issue or campaign team, and list the roles and responsibilities for participants. Finally, we are proposing an approval and prioritization process to guide how the WORC board can regularly establish regional issue and campaign priorities (including assessing member group commitment and clear issue positions), affirm board support and ensure that WORC and the member groups have the needed capacity or a plan to build that capacity.

### **June Board Meeting Discussion**

During the June Board meeting, we have a half hour set aside to discuss this update and get feedback from WORC Board members before we put this into practice. We are suggesting the following questions for the board to consider:

- What feedback do you have on this proposal? Is there something that needs more work?

- What do board members need in order to make an informed decision on approving the Issue and Campaign Teams and deciding on ending or adding new teams?

While we continue to welcome input on the following materials, WORC staff plan to begin implementation in December. This would be the first opportunity to receive proposals from current or proposed Issue and Campaign Teams for the board to consider using the proposed approval and prioritization process. As we move through this process, we will continue to evaluate these tools and refine them.

Thank you in advance for your time to review these materials. Please reach out to one or all of us if you have questions or suggestions.

Sincerely,

Briana, Sara and Elizabeth

## WORC Issue and Campaign Team Purpose

One of the reasons WORC was formed was to facilitate our member groups' ability to pool our power by acting collectively to advance solutions that will improve our members' lives. Working together on shared regional issue and campaign priorities also strengthens relationships between the member groups, and builds greater unity in the network as a whole.

### Issue Team Purpose

The purpose of WORC's Issue Teams is to connect member group leaders and staff working on active local or state level campaigns on related issues, where the member groups see value in meeting to:

- Share information, materials, tools, and strategies to increase the effectiveness of state and local campaigns; and
- Coordinate work around regional and federal issues where the member groups have shared priorities, but the work doesn't rise to the level of an active campaign in which we have a specific policy objective and develop shared strategies to advance it over time.

Issue Teams recommend broad issue positions to the WORC board and can take positions on specific proposed policies within the issue area as needed. These teams coordinate limited advocacy work such as writing comments or testimony, signing onto letters, sending action alerts and coordinating around narrative and communications. Issue Teams can also propose new regional or federal campaigns and Campaign Teams to the board. Issue Teams must be led by at least two WORC member groups.

To be effective, Issue Teams should have scopes that are specific enough that they include similar local and state level work.

### Campaign Team Purpose

The purpose of WORC's Campaign Teams is to develop and implement shared campaign plans to advance specific policy objectives that have agreed upon and clear federal or regional targets and are connected to active local or state level campaigns being led by member groups on the ground.

Campaign teams develop written campaign plans that include clear goals and objectives, as well as strategy, tactics, actions and activities, such as research and communications, that are designed to advance our priorities over time.

Campaign Teams must be led by at least two WORC member groups.

### Note

In addition to Issue and Campaign Teams, WORC and its member groups also sometimes convene groups that do not take issue positions and require limited resources, so do not require board approval, such as:

- Teams of organizers doing similar work to share information and tools,
- Listservs to share information about issues,
- Ad hoc meetings to share information about issues that arise, and
- Consulting support for the local, state and federal campaigns of an individual member group.

## Regional Issue and Campaign Team Criteria

The following criteria will be used by the:

- **WORC board** to evaluate plans and proposals to continue current teams and add new teams.
- **Issue and Campaign Teams** to develop plans and proposals to be presented to the WORC board.
- **Ad hoc team(s)** to help determine if an Issue or Campaign Team is needed and would be successful.

Issue and Campaign Teams that are more active and require more capacity are expected to demonstrate a stronger fit with these criteria.

CT=Campaign Team and IT=Issue Team >>>	CT	IT
1. <b>Strongly Felt:</b> Addresses a problem that our members and local people feel strongly about. There is a sense of urgency.	x	x
2. <b>Clear goal:</b> Has a clear shared goal, including a specific solution that provides real and tangible benefits to people who are directly impacted.	x	
3. <b>Achievable:</b> Has a specific policy solution that is winnable, with a path to victory that is achievable with the power and capacity we have or can build.	x	
4. <b>Capacity:</b> We have the capacity to take it on, including a staffing and fundraising plan.	x	x
5. <b>Member Leadership:</b> Is led by grassroots leaders within WORC’s membership, and provides new leadership development opportunities, including a member chair or co-chairs and member spokespeople.	x	x
6. <b>Member Group Buy in:</b> At least two member groups (and ideally more) are committed to the issue or campaign, such as adopting a position of support, recruiting member leaders to provide leadership, committing staff time, and forming a committee to coordinate state-level strategy and action.	x	x
7. <b>Power Building:</b> Builds power for WORC and the member groups we are part of. <i>This must include a plan to organize people, expanding our base of members.</i> It can also include (but is not limited to) increasing our alliances, influence, impact, credibility, etc.	x	x
8. <b>Builds Unity:</b> Brings network members together around shared values, vision and priorities. Is not divisive within our network, or we have a plan to bridge any divisions.	x	x
9. <b>Equity:</b> Seeks to advance <a href="#">WORC’s commitment to equity and inclusion</a> , such as by supporting the leadership and priorities of members who are most directly impacted by injustice and/or helping to diversify our members, supporters and alliances.	x	x
10. <b>WORC’s Niche:</b> Is something that WORC can uniquely fulfill: It’s our niche. We are well-suited to lead on this issue. It helps us fulfill our strategic plan and become the network we want to be 50 years from now!	x	



## Issue and Campaign Team Approval and Prioritization Process

PURPOSE: For the WORC board to regularly establish regional Issue and Campaign Teams, including assessing member group commitment and clear issue positions, affirm board support and ensure that WORC and the member groups have the needed capacity or a plan to build that capacity.

This process provides a structure for board decision making with input from all of the member groups, while being flexible and nimble as new opportunities and needs arise.

1. Priority Setting: In even years following federal elections, the Issue and Campaign Teams share a proposal for the Board's consideration and approval at its December meeting. The member groups and WORC staff may also propose new teams (see #3, below).
  - a. These proposals include a brief summary of how the teams meet the issue and campaign criteria, their specific purpose(s), and a recommendation to the board regarding the level of engagement for the next two years: create, maintain, increase, decrease or cease.
  - b. After reviewing the proposals, the board discusses the proposed priorities, including:
    - i. What are the greatest opportunities the network has available to us that could lead to material successes for our people and build our base of power?
    - ii. What is the engagement of the member groups and member leaders in the team?
    - iii. What is the capacity of the member groups and WORC? Do we have adequate staffing, expertise, and funding to fully implement these plans? If not, do we have a plan to build the needed capacity?
    - iv. What outstanding commitments has the network made to our partners, funders, and members?
  - c. After discussion, the board votes on the Issue and Campaign Teams for the next two years.
    - i. The board may set conditions for Issue or Campaign Teams.
    - ii. If any Issue or Campaign Teams are not approved, the board should provide an explanation, including any guidance regarding what is needed for the board to approve the team's proposal.
  - d. Following the board meeting, WORC staff will share the specific Issue and Campaign Teams for the following two years, and encourage all member groups (including member group boards) to participate and support the regional issues and campaigns.
  - e. The board considers proposed updates to the biennial priorities as they arise, considering capacity needs and constraints. For example, this may include existing Issue Teams proposing new campaigns, and/or new regional Issue and Campaign Teams proposed by the member groups.

2. Operating Plans, Campaign Plans & Board Updates:
  - a. In odd years, each Issue Team and Campaign Team will prepare an annual operating plan with major priorities and activities for submission to and approval by the board at its December board meeting.
  - b. Campaign Teams will prepare written campaign plans, and regularly update and evaluate them.
  - c. WORC staff will prepare brief relevant updates on the work of the Issue and Campaign Teams for each board update.
  
3. New Issues and Campaigns: Any member group, Issue Team or Campaign Team may propose a new regional Issue or Campaign Team at any point in time (not only at December board meetings following federal elections.) The board must approve new teams, but interested member groups may meet on an ad hoc basis for up to six months before bringing their proposal to the board. WORC's ED will decide whether to assign WORC staff to participate in and/or support ad hoc meetings.

To: WORC Board of Directors  
From: Sara Kendall, Program Director  
Date: May 23, 2024  
Re: Legal intervention in lawsuit against BLM onshore oil and gas leasing/bonding rule

This spring, the Bureau of Land Management (BLM) finalized a new “Fluid Mineral Leasing and Leasing Process Rule” that includes historic increases to reclamation bonds for onshore oil and gas operations, as well as a number of other updates and reforms to fees and royalties. The rule is the first update to minimum bond amounts in over 60 years, something WORC members have been calling on the agency to address for 25 years or more. It will apply to wells on public lands, federal “split estate” wells beneath private surface, and wells on tribal minerals.

Last week, the Western Energy Alliance, Independent Petroleum Association of Wyoming, North Dakota Petroleum Council, Petroleum Association of Wyoming and the Utah Petroleum Association filed suit in U.S. District Court of Wyoming, alleging that the rule is:

- 1) contrary to law in that it does not promote the development of federal oil and gas; ensure that development is efficient, expedient and economic; and does not account for the public’s long-term need for non-renewable resources and ensure the productivity of the federal mineral estate;
- 2) arbitrary and capricious in that BLM has not explained why the rule is needed or its benefits, or adequately responded to public comment, particularly from the regulated industry; and
- 3) BLM failed to conduct required NEPA review by not examining the effects of restricting or eliminating oil and gas development on federal lands (an effect that BLM has determined the rule will not have.)

Defending the rule and implementing the new bonding standards and fiscal reforms is a high priority for the Oil and Gas Team in order to hold oil and gas companies accountable for reclaiming and remediating oil and gas sites. Without these strong new rules in effect, a new generation of deep oil and gas wells with extensive surface impacts will ultimately be idled and many will be orphaned, risking significant impacts to land, air and water due to unreclaimed sites, and requiring taxpayers to pay for reclamation. While the increased reclamation bonds has been WORC’s priority, we also strongly support the additional fiscal reforms that were included in the final rules.

WORC staff are working with the Oil and Gas Issue Team and the Bonding Campaign Team to bring a proposal to defend the rule to the board. Our preference is to intervene in the case, but will also consider filing an amicus brief. We have begun discussions with allied conservation and legal organizations who are potential partners. We are interested in intervening In the past, WORC has been represented in similar litigation by pro bono Western Environmental Law Center, Earthjustice, Democracy Forward, and have only had to contribute to the shared filing fees and travel expenses, if at all.

## MEMO

To: WORC Board

Fr: Briana Kerstein Bergeron and Deb Love

Re: Foundation Fundraising Memo

Date: May 22, 2024

As of May 22, 2024 we have \$2.8 million in committed funding for our 2024 work. This includes grants from 128 Collective, Climate Imperative, Just Transition Fund, Farm Aid and the JPB Foundation that we received in the last quarter of 2023 and are applying toward 2024 expenses. When we include our renewals and new prospects that are 50% likely, our total foundation fundraising would be \$3.95 million which if we include our internal fundraising could allow us to end the year with a surplus. Below are more details about our renewal, new and prospective grants that we are working on securing this year that would allow us to meet our total 2024 fundraising goal of \$4.4 million.

### Renewal Grants

- 11th Hour Project: We have been invited to submit a renewal proposal with the 11th Hour Project in June. We will be requesting \$250,000 to support our ag and food work. This grant would also include passthrough funding to DRA, DRC, IORC, NPRC, ORA, PRBRC and WCA. Deb Love and Sara Kendall have a meeting with our Program Officer, Sarah Bell, on June 27, 2024 to share highlights from our proposal and hear more about 11th Hour Project's priorities.
- Rural Power Coalition (RPC): We are hoping to receive a passthrough grant from the RPC in 2024. However, the RPC needs to either renew their grant from the Bezos Earth Fund or secure new foundation support. The Bezos Earth Fund continues to struggle to manage their large portfolio, but the RPC staff and fundraising committee are continuing to reach out to them to discuss a renewal. To secure new funding, the RPC has submitted a proposal to Invest In Our Future to support the coalition's work and provide pass-through funding for member groups to support their on-the-ground organizing. We should know more by mid-June about the amount and focus of a new grant.
- 128 Collective: Yari Greaney notified us that we could submit a proposal by August to be considered for a renewal grant for 2024. We will be meeting with Yari Greaney on June 26, 2024 to discuss our current rural co-op, clean energy and federal funding implementation work and the focus of a renewal grant.
- Carbon Advocacy Project: We have just been invited by Michael Kieschnick to submit a proposal to the Carbon Advocacy Project to support our work related to defending BLM's Resource Management Plans (which included the decision to end federal coal leasing in the Powder River Basin) and potentially BLM's oil and gas rules. WORC staff plan to submit a request for \$100,000 in the next two weeks. If we are granted the full amount, we anticipate that we could pass through some funding to Northern Plains and Powder River, as their engagement will be critical in our defense of the coal leasing decision, and potentially Northern Plains for accountability with Senator Steve Daines, the sponsor of the Congressional Review Act resolution targeting the oil and gas rules.

- Energy Foundation (EF): We are hoping to be able to submit a renewal proposal to continue to support our clean energy, co-op and federal funding work to the Energy Foundation before the end of the year. We've been doing monthly meetings with Bill Corcoran (who is consulting with EF) and updating him on our current work. We are hoping to meet with the new Fossil Fuels Program Officer after she returns from maternity leave in June. We will also investigate the possibility of getting additional support for our federal policy work that they supported in 2023.

### **New and Prospective Funding**

- Mosaic Momentum: In March, we were approached by Mosaic Momentum to submit a proposal for their Regional Infrastructure Hub program. Mosaic was looking to fund work in MT, WY, ND and SD to better ensure this region takes advantage of the unprecedented federal funding opportunities to support a transition to clean energy, improve infrastructure and provide additional community benefits. We have been awarded \$200,000 a year for two years (\$400,000 total) to support this initiative. This grant would include pass-through funding for Northern Plains to support existing efforts to obtain federal funding for energy efficiency upgrades deployed to rural schools that could serve as a pilot for other states. At the Summer Conference, we will be leading a session with member group directors to discuss the capacity needs and strategies we could employ to build a larger funding proposal to secure additional support for this work beyond and including the states that Mosaic identified.
- Hewlett Foundation: We have been engaged in discussions with Environment Program Officer Andrea Keller Helsel regarding a potential one-time general operating support grant. On May 2, Deb Love and Kristin Ostrom met with Andrea (at her request) to discuss safety concerns at ORA, given violent threats directed at staff. A general operating support grant would allow WORC to provide pass-through funding and harassment and intimidation training to member groups, support member groups' human resource needs, and more generally, support climate responsive solutions, such as our accountability work and federal funding. Andrea Keller Helsel and Jonathan Pershing, Hewlett's Environment Program Director, will be in Bozeman, MT June 25-26th and have invited WORC, Northern Plains and Western Native Voice to join them for dinner to discuss our climate work, voting rights, tribal sovereignty, and the role of frontline organizations and the importance of a network that supports them.



**WESTERN ORGANIZATION OF RESOURCE COUNCILS  
BOARD 2024  
(as of May 2024)**

**Dakota Resource Council**

Linda Weiss, Secretary  
PO Box 906  
Belfield, ND 58622  
(701)575-4234 (h)  
[weisslk85622@centurylink.net](mailto:weisslk85622@centurylink.net)

April Fairfield, Board Member  
209 W Owens Ave  
Bismarck, ND 58501  
(701)320-1078 (c)  
[sajf29@yahoo.com](mailto:sajf29@yahoo.com)

Marie Hoff, Alternate  
911 N. Mandan Street  
Bismarck, ND 58501  
(701)224-1076 (c)  
[mdhoff25@midco.net](mailto:mdhoff25@midco.net)

**Dakota Rural Action**

Paula Antoine, Chair  
31603 279th St  
Winner, SD 57580-6403  
(605) 828-0740 (c)  
[Paula.antoine@rst-nsn.gov](mailto:Paula.antoine@rst-nsn.gov)

Nancy Hartenhoff-Crooks, Board Member  
PO Box 442  
Toronto, SD 57268-0442  
(605)794-4571 (h)  
[nan-hart@hotmail.com](mailto:nan-hart@hotmail.com)

**Idaho Organization of Resource Councils**

Elaine Kazakoff, Alternate  
2197 S Crosscreek Ln  
Boise, ID 83706-6706  
(208)841-6227 (c)  
[Elaine.kazakoff@gmail.com](mailto:Elaine.kazakoff@gmail.com)

Carrie Seymour, Board Member  
19847 Apricot Ln  
Caldwell, ID 83607  
(208) 906-6616  
[seymourcarri@gmail.com](mailto:seymourcarri@gmail.com)

**Northern Plains Resource Council**

Dena Hoff, Board Member  
426 Road 261  
Glendive, MT 59330  
(406)687-3645 (h)  
[dena.hoff47@gmail.com](mailto:dena.hoff47@gmail.com)

Roxa Reller, Treasurer  
PO Box 1331  
Helena, MT 59624  
(406)457-9197 (h)  
[rreller@mt.net](mailto:rreller@mt.net)

**WESTERN ORGANIZATION OF RESOURCE COUNCILS  
BOARD 2024  
(as of May 2024)**

**North Dakota Native Vote**

Wes Davis, Board Member  
PO Box 293  
Belcourt, ND 58316  
(701) 953-7071 (c)  
[bearsolderrxergy@gmail.com](mailto:bearsolderrxergy@gmail.com)

Kirstin Cavanaugh, Board Member  
1439 Bay View Drive  
Devils Lake, ND 58301  
(701) 955-2201  
[kraylyn@gmail.com](mailto:kraylyn@gmail.com)

**Oregon Rural Action**

Mitch Wolgamott, Board Member  
67420 Timberline Road  
Summerville, OR 97876  
(541)534-2301 (h)  
[mitchw@eoni.com](mailto:mitchw@eoni.com)

Norm Cimon, Board Member  
1208 First Street  
La Grande, OR 97850  
(541) 963-0853 (h)  
[ncimon@oregontrail.net](mailto:ncimon@oregontrail.net)

**Powder River Basin Resource Council**

Bob LeResche, Board Member  
607 S Jefferson St  
Sheridan, WY 82801  
(907)723-2506 (c)  
[leresche@rangeweb.net](mailto:leresche@rangeweb.net)

Lynne Huskinson, Board Member  
911 N. Elm Ave.  
Gillette, WY 82716  
(307)689-9362 (h)  
[elsielynnehuskinson@gmail.com](mailto:elsielynnehuskinson@gmail.com)

**Western Colorado Alliance**

Steve Allerton, Board Member  
1945 N 9<sup>th</sup> Street  
Grand Junction, CO 81501  
(970) 201-0307 (h)  
[sballerton@gmail.com](mailto:sballerton@gmail.com)

Barbara Vasquez, Vice-Chair  
PO Box 54  
Cowdrey, CO 80434  
(925) 980-1096 (c)  
[aseahorse4me@gmail.com](mailto:aseahorse4me@gmail.com)

**Western Native Voice**

Kekek Stark, Board Member  
Alexander Blewett III School of Law at the  
University of Montana  
32 Campus Drive, Law 113  
Missoula, Montana 59812  
(715) 209-6816 (c)  
[kekek.stark@mso.umt.edu](mailto:kekek.stark@mso.umt.edu)

Montana Wilson, Board Member  
(406)489-2849 (cp)  
[montana.d.wilson@me.com](mailto:montana.d.wilson@me.com)  
[montana.d.wilson@icloud.com](mailto:montana.d.wilson@icloud.com)

**Committees:**

**Personnel:** Paula Antoine, and Bob LeResche. Third appointment is vacant.

**Finance:** Barbara Vasquez, Roxa Reller, and Bob LeResche.

**Executive:** Paula Antoine, Bob LeResche, Barbara Vasquez, and Roxa Reller.