

**GREAT LAKES UNITED**

August 10, 1993

**M E M O R A N D U M****TO:** Executive Committee/Finance Committee**FROM:** Dick Kubiak and Terry Yonker**SUBJECT:** Rescheduling of the August 10 Conference Call

After a discussion of the information needs that must be met before the next Executive Committee and Finance Committee Conference Call, it was decided to reschedule the call from August 10 to August 15 at 8:00 p.m. The change will permit us to review the July financial statements, respond as best we can to the requests made in the memorandum of August 5, discuss further developments in our labor negotiations, and allow staff to meet and confer on budget matters. Michelle will contact you to confirm the August 15th date and time.

excomfin.083

*An international organization dedicated to conserving and protecting the Great Lakes and St. Lawrence River*

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**GREAT LAKES UNITED**

August 13, 1993

**M E M O R A N D U M**

**TO:** Executive Committee/Finance Committee

**FROM:** Terry L. Yonker

**SUBJECT:** August 15th Conference Call

The following is the response to the memorandum of August 5th from Bero, Birnbaum, Jabanoski, Jackson, and Miller regarding items to be covered in the August 15th conference call.

- (1) The attached revised Fiscal Year 1993 US Budget (fy1993us.083) including the footnotes to the budget clearly explain the sources of income that are likely to become available. There is a slight revenue surplus. If we do not need to utilize the \$1,500 Contingency and the \$2,000 Copayment funds we will have a somewhat larger cushion. The revised budget still requires fiscal restraint, especially in the area of telephone and travel expense.

The results of the fundraising campaign may not be completely known until late in the fiscal year. I will be monitoring progress towards achieving the fundraising objectives on a weekly basis. If the "backup plan" is assumed to be a layoff, I would not likely support such a move. I would most likely support action to defer expenses or request voluntary time off during the December holidays when the college is officially closed. As a last resort we could delay replacing Karen for a month.

We have determined that approximately 1/4 of the funds raised in the fundraising campaign would should be allocated to Canada. \$5,000 does appear as a revenue item in the FY 1993 Canadian Budget (fy1993cn.083) as revised.

What is contained in the Fundraising Campaign is a reasonably exhaustive list of fund raising options that were suggested by staff. We really do need to bite the bullet and make it work.

The revised budget does include the hiring of a temporary employee (Mary "Memo" O'Shei) to coordinate the fundraising campaign from September to December. Each staff member will

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be involved to a certain degree, from telephoning to making personal contacts as I will be doing.

- (2) The anticipated deficit in the Canadian budget worsened as our responsibilities for coordinating activities at the IJC Biennial Meeting increased. I have requested that Mary make some effort to solicit funds from sponsoring organizations and participants to help defray some of GLU's expenses. I feel the \$12,000 revenue figure to support the IJC Biennial is realistic. The \$11,500 (approximately \$14,200 Canadian) in pollution settlement funds represents new money which will be used to compliment the \$10,000 from Laidlaw Foundation for the assessment of pollution prevention in RAP's. The Great Lakes Protection Fund Planning Grant funds in the amount of \$15,000 (approximately \$18,500 Canadian) will be used to analyze the need for better coordination on pollution prevention in AOC's. Some of this work (and \$) will need to carry over into 1994.

There is not a lot of backup for the Canadian budget. The possible surplus of revenue and the funds currently being held in a CD (\$5,700) are the primary sources for backup. I will suggest a layoff only as a last resort after deferring expenses and seeking voluntary time off around the holidays.

Mary will be asked to assist on the fundraising campaign to the extent she is able to do so with the work load she will be carrying over the next several months.

- (3) One of the real failings of our Chicago strategic planning effort was that the Action Plan developed there was not given a reality check to determine whether or not it is feasible with the resources (staff, money, and volunteers) that are available to us. It is hard to come up with a work plan without considering the constraints we may face because of the obligations we have under existing grants and contracts. Between now and December 31st, the following must be accomplished:

Three issues of the Newsletter need to be published.  
(Reg)

Three issues of the Bulletin of Pollution Prevention need to be published. (Tony)

The Guide to Pollution Prevention in AOC's needs to be published. (Reg--with Tony)

A review of the GLI needs to be completed and sent to EPA. (Terry and Sean--with Fred)

Coordination of and input to the IJC Biennial Meeting needs to be accomplished. (Mary--with support from Sean and Michelle)

A forum in Canada on NAFTA needs to be organized and conducted. (Tony)

An assessment of pollution prevention in RAP's needs to be completed. (Mary--with assistance from Tony after the IJC Biennial)

A proposal for a study of pollution prevention strategies in the Great Lakes needs to be prepared and submitted to the Great Lakes Protection Fund as a planning grant for implementation by October 1. (Terry--with Tony)

The fundraising campaign needs to be completed. (Memo O'Shei and Terry--with the support of staff and board)

The strategic plan process needs to be moved forward including a the development of terms of reference for a contract with the planning consultant. (Terry--with new Associate Executive Director (AED))

Revision of Great Lakes United personnel policy and outdated staff position descriptions. (Terry)  
Conclude collective bargaining process and the signing of a contract. (Terry--with Collective Bargaining Committee)

Four major grant reports need to be filed between August 1st and December 31st. (Terry--with staff)

Action needs to take place on several issues such as: Winter Navigation (Terry), Diversions (Terry), NPRI (Terry--with new AED), COA (Terry--with new AED).

All of the above work plan items need to be completed by December 31st. It is the minimum that needs to be accomplished to meet existing grant requirements and those new requirements that will result from pursuing additional grant dollars, i.e., the Great Lakes Protection Fund planning grant.

Two critical factors are impinging upon our ability to meet our commitments right now. First, we have been overstaffed by more than one full time position for the past two years compared to the funding that was available to us. Second, our grant proposals committed us to more work than could be accomplished reasonably by the staff that was funded. Our general fund is suffering, in both Canada and the US, because we have had to complete grant projects after the available funding had already been expended. We are still playing "catch up" and will be until the end of FY 1993.

In June I sent to you draft budgets for FY 1994. Copies of those draft budgets are attached. The draft budgets need to be revised again in consultation with the Finance Committee before the Board meets in September to approve them.

GREAT LAKES UNITED

FISCAL YEAR 1993 U.S. BUDGET

Expenses

Salaries	134,835 (1)	
Kershner Settlement	2,228	
Co-payment Fund	2,000	
Benefits (20.2%)	26,464 (2)	165,527
Audit	2,300	
Accounting	13,000	
Legal	5,000	20,300
Office Space	6,250	6,250
Strategic Plan	7,500 (3)	7,500
Computer	2,000	
Copy Machine	4,500	
Postage Meter	1,300	
Equipment Repair & Maint	2,500	10,300
Telephone	9,500 (4)	
Postage	11,200	
Office Supplies	3,300	
Book Purchase	100	
Computer Supplies	1,500	
Printing	9,100	
Insurance	600	
Memberships	2,300	37,600
Travel Staff	10,000	
Travel President	1,000	
Travel Board	5,000	16,000
Fundraising Expense	2,000	2,000
Contingency	1,500	1,500
<b>TOTAL</b>		<b>266,977</b>

Income

Gund Foundation	30,000	Committed
Gund Foundation (LEA)	1,200	Committed
Joyce Foundation (1993)	65,000	Committed
Mott Foundation (1993)	13,333	Committed
G.L. Protection Fund	30,000	Committed
Mott Foundation (1993-94)	27,500 (5)	Requested (PR 1993)
Joyce Foundation (1993-94)	32,250 (6)	Committed (PR 1993)
Env. Canada (ARETS)	2,000	
Receivables	10,400 (7)	
Donations	2,133 (8)	
Organizational Memberships	8,103 (8)	
Individual Memberships	2,885 (8)	
Fundraising Campaign	15,300 (9)	
Interest Income	3,000	
Other Misc. Income/Grants	24,000 (10)	
<b>TOTAL</b>	<b>267,104</b>	

## FOOTNOTES

- (1) The salary line now includes \$3,723 in additional salaries to cover the replacement of the Associate Executive Director (Buffalo) by 11/1/93. The line also includes a temporary employee (no benefits) to manage the fundraising campaign for 16 weeks from 9/5/93 to 12/25/93 at a cost of \$6,154.
- (2) The benefits line is increased due to the replacement of the Associate Executive Director (Buffalo) and payment of FICA for the temporary employee.
- (3) The Strategic Plan Contract line includes one half of the contract to be paid in 1993. The remaining \$7,500 will be paid in early 1994. Other strategic planning expenses will show up in salaries, benefits, travel, etc. within the Strategic Planning Division.
- (4) The increase in telephone expense reflects a drastic increase in telephone costs (nearly double due to conference calls).
- (5) The prorated share of the 18 month Mott Foundation grant includes \$20,000 for the 6 month period 7/1/93 to 12/31/93 and \$7,500 in strategic planning expenses such as salaries, retreat costs, travel, ect.
- (6) The prorated share of the 12 month Joyce Foundation grant includes \$25,000 for the 5 month period 8/1/93 to 12/31/93 and \$7,500 for the first one half of the Strategic Plan Contract.
- (7) The receivables include \$6,000 from the Great Lakes Protection Fund representing the final payment on the Pollution Prevent Project, \$3,000 from Environment Canada for the RAP PAC News, and \$1,400 from the Great Lakes Protection Fund to close out the Ludwig research.
- (8) The donation, orgranizational, and individual membership lines reflect funds received through 7/31/93.
- (9) The fundraising campaign is estimated to raise \$20,300 total. The US share should amount to approximately 3/4 of the total or \$15,300.
- (10) This line represents \$17,000 from a proposed Laidlaw followup grant to support our NAFTA campaign. Another \$5,000 will come from a Pollution Prevention Planning grant that we will apply for in August in the amount of \$20,000. The remaining \$15,000 will be shared with GLU Canada. \$2,000 will also come from a Sierra Club special projects grant.

GREAT LAKES UNITED

FISCAL YEAR 1993 CANADIAN BUDGET

Expenses

Contractual Services	30,000		30,000
Accounting	5,000		
Bank Charges	250		
Legal	750		6,000
Office Space	3,000		3,000
Copying	2,000	(1)	
Postage	2,000	(1)	
Printing	1,500	(1)	
Telephone	5,500	(1)	
Office Supplies/Equipment	1,000		12,000
Travel Board	3,500		
Travel Vice President	500		
Travel Director	3,500		
Travel Executive Director	500		<u>7,000</u>
<b>TOTAL</b>			<b>58,000</b>

Income

Laidlaw Foundation	10,000	(2)	Committed
Gund (LEA)	4,500	(3)	Committed
Donations	730	(4)	
Organizational Members	1,900	(4)	
Individual Members	560	(4)	
Interest Income	500		
Fundraising Campaign	5,000	(5)	
Biennial Income	12,000	(6)	
Misc. Income/Grants	<u>32,700</u>	(7)	
<b>TOTAL</b>	<b>67,890</b>		

#### FOOTNOTES

- (1) These expenses have increased due to work on the IJC Biennial.
- (2) This grant is being revised to support an assessment of pollution prevention provisions contained in Canadian RAP's.
- (3) This is the portion of the Gund grant to support the Lake Erie Alliance in Ontario.
- (4) These lines represent donations, organizational, and individual memberships received through 7/31/93.
- (5) This line represents the 1/4 Canadian portion of the fundraising campaign that totals \$20,300 in the US and Canada.
- (6) This includes IJC Biennial Meeting registrations of \$1,250 from 250 participants at \$5, plus small grants amounting to \$5,500 from Sierra Club, Greenpeace, and Canada Trust. Another \$5,000 will be raised from other participating organizations through an appeal letter.
- (7) This line includes \$11,500 (\$14,200 Canadian) from a pollution settlement arranged by Allen, Lippes, and Shonn to support the assessment of pollution prevention provisions contained in US RAP's. Another \$15,000 (\$18,500 Canadian) will come from the Great Lakes Protection Fund Pollution Prevention planning grant to be applied for in August.



**GREAT LAKES UNITED**  
**FISCAL YEAR 1994 U.S. BUDGET**

**DRAFT**

**Expenses**

Salaries	145,000	
Co-payment Fund	2,000	
Benefits (15%)	22,000	169,000
Audit	2,500	
Accounting	9,600	
Legal	1,000	13,100
Office Space	6,800	6,800
Strategic Plan Expense	7,500	7,500
Computer	2,000	
Copy Machine	5,000	
Postage Meter	600	
Equipment Repair & Maint	2,000	9,600
Telephone	7,000	
Postage	7,000	
Office Supplies	3,500	
Book Purchase	100	
Computer Supplies	800	
Insurance	700	
Memberships	500	19,600
Printing	9,000	9,000
Travel Staff	10,000	
Travel President	1,500	
Travel Board	4,000	15,500
Contingency	1,500	<u>1,500</u>
<b>TOTAL</b>		<b>251,600</b>

**Income**

Gund Foundation (Continuation)	35,000	To be requested
G.L. Protection Fund (Cont'n)	35,000	To be requested
Mott Foundation (94)	40,000	Requested (Pro 1994)
Joyce Foundation (94)**	75,000	Requested (Pro 1994)
Laidlaw Foundation (New)*	10,000	To Be requested
Donations	10,000	
Organizational Memberships	20,000	
Individual Memberships	10,000	
Interest Income	3,000	
Other Misc. Grants	<u>13,600</u>	
<b>TOTAL</b>	<b>251,600</b>	

\*Administrative portion of a proposed mini-grant program  
 \*\*Anticipated continuation funding for 1994-1995

GREAT LAKES UNITED

FISCAL YEAR 1994 CANADIAN BUDGET

DRAFT

Expenses

Contractual Services	30,800	30,800
Accounting	2,950	
Bank Charges	250	
Exchange to US	3,500	
Legal	1,000	7,700
Office Space	3,000	3,000
Copying	1,500	
Postage	1,000	
Printing	1,000	
Telephone	2,500	
Office Supplies	1,000	
Equipment	1,000	8,000
Board Travel	4,000	
Travel Vice President	1,500	
Travel Canadian Director	2,500	
Travel Executive Director	1,000	<u>14,000</u>
TOTAL		63,500

Income

Donations	2,000
Organizational Members	4,000
Individual Members	2,000
Interest Income	500
Misc. Contracts	10,000
Supplemental Grants	<u>45,000</u>
TOTAL	63,500