

Memo to: Great Lakes United Staff
From: Executive Committee
Date: February 8, 1994
Subject: Notice of Staff Reductions

In conference calls on January 31 and February 8, 1994, the Executive Committee thoroughly considered your staff letter of January 25, 1994 with a view to determining how we might meet your wishes. On the subject of rehiring Memo O'Shei, we regret to say that our financial situation at this time which requires sacrifices on the part of permanent staff does not allow us the flexibility to hire for another contract position. As we stated in our memo of January 24, 1994, we continue to support dedicated fundraising activities within GLU and will give the matter further consideration should funds become available.

We also considered the possibility of allowing four weeks notice regarding any changes in staff arrangements. Unfortunately, due to budget constraints, we are only able to grant two weeks notice. While our previous memo did not constitute notice, we hope you will take into account that there was preliminary notification that some changes were forthcoming. Therefore, all staff reductions will be effective February 22, 1994.

We would like to stress that the context for the decisions we made today is in our view very short term. As soon as circumstances allow, we will adjust these conditions to reflect an improved financial climate. These decisions are necessary in order to bring our expenditures in line with revenue in the U.S. budget and to communicate these actions to the Auditor. We have also substantially reduced U.S. operating expenses. We were constrained in making some of these decisions by obligations to our funders. We are now turning our attention to additional fundraising activities which we sincerely hope will allow us to reconsider these decisions on a monthly basis.

Decisions taken today are as follows:

1. Tony Luppino will be laid off effective February 22. Until that date, he will be employed by GLU 1/4 time. He may choose to continue health care coverage through GLU at his own expense.
2. The position of Michelle Downey will be reduced to 1/2 time effective February 22 with current health care benefits maintained until the end of 1994.



LAKE MICHIGAN FEDERATION

JUL 12 1993

BOARD

- James D. Griffith
President
- E. Michael Walsh
First Vice President
- Courtney Van Lopik
Second Vice President
- John V. Farwell IV
Treasurer
- Timothy H. Brown
Secretary
- Henry T. Chandler
Past President

July 9, 1993

Sarah & gang

Dear Friends in the Great Lakes:

It is with excitement but also regret that I am leaving the Lake Michigan Federation in September to move with my family to Seattle. I have accepted a job there with People for Puget Sound--and hope you will all call up when you're out that way visiting. (Also, please send me names of friends and relatives that I can sign up there for membership).

Meanwhile, I need your help in spreading the word about the job availability here. If you're interested yourself or know someone who is, please call me at 312-939-0838 or contact our board president, Jim Griffith, at the address on the attached flyer.

Thanks much!

Sincerely,

Glenda L. Daniel
Executive Director

- Lee Botts
- Janet S. Boyd
- Ramona Craig
- Paul Culhane, Ph.D.
- Kae Donlevy
- Kathleen M. Evans
- Sherry Finkbeiner
- Alan Johnston
- Michael Kraft, Ph.D.
- Robert Kueny
- Frank Lahr
- Linda L. Long
- Dean S. McNeil
- Thomas J. Murphy, Ph.D.
- Frank Nesbitt, Jr.
- Jone Noyes
- Ellen Partridge
- Charles D. Porter
- Milan Racic
- Jame Schaefer
- Camille Stauber

STAFF

- Glenda L. Daniel
Executive Director
- Sophia B. Twichell
Assistant Director and
Development Associate
- Andrew J. Comai
Toxics Program Specialist
- Eleanor K. Roemer
Staff Attorney
- Kathleen M. Bero
Southeast Wisconsin Director
- Daniel E. Burke
Assistant Director,
Southeast Wisconsin
- Bruce N. Johnson
Northeast Wisconsin Director
- Tanya Cabala
Michigan Director

*Citizen Action
to Save a
Great Lake*

Printed on Non-chlorine Bleach Recycled Paper

59 E. Van Buren St. • Suite 2215 • Chicago, IL 60605 • 312 939.0838 • FAX 312 939.2708
812 S. Fisk St. • Green Bay, WI 54304 • 414 499.0220 • FAX 414 499.8889
647 W. Virginia St. • Suite 307 • Milwaukee, WI 53204 • 414 271.5059 • FAX 414 271.0796
425 W. Western Ave. • Suite 201 • Muskegon, MI 49440 • 616 722.5116 • FAX 616 722.4918

February 22, 1994

Dear GLU Board Member:

I am writing to you to report on developments over the last month at Great Lakes United. By now you have all received Dick Kubiak's letter of resignation from both the office of President and from the Board of Directors and I imagine you were as surprised as I was. A reading of the bylaws seems to indicate that there are no provisions to cover these circumstances, by allowing for the replacement of the President. Several people feel they simply provide for the president's powers to revert to the Vice-President. I personally see this as workable only if I can rely on other Executive and Board members to continue to work as a team until the new Board is elected. Board members have been involved almost daily over the last six months in the efforts on a variety of issues crucial to the health of GLU. With the continuing commitment of the other Executive and Committee chairs we will be able to share the workload until the annual general meeting. I am personally confident that with Karen Murphy as our interim coordinator, we can achieve a turnaround for GLU over the next six months. Thankfully, Karen has agreed to do this and her commitment and generosity have been clear in our negotiations with her to return.

Revised Budget and Financial Plan

Attached is a copy of Fred Brown's letter to the Auditor. The revised budget reflecting expense reductions, and which Fred has spent a lot of time drafting, will be sent to you soon. As we all recognized at the last Board meeting, considerable expense reduction in our 1994 budget was necessary. These could not be accomplished without impacts on our staff. Since the Board meeting, the amount of the reductions needed has increased as the result of further information. The Executive Committee has consulted with staff and with Karen Murphy over the last month. Karen proposed that she work three quarter time in order to see the remainder of her time redistributed to other staff. We all recognize the importance of having an adequate staff team in our offices and are grateful to Karen for this offer. Even so, we have still had to implement reductions which we have endeavoured to make equitable and hope will be temporary measures. I have attached the Personnel Committee's memo to staff outlining these changes.

The Transition

Karen began work on Tuesday, February the 15th, just in time for

the release of the 7th IJC Biennial Report. John Jackson worked on preparing a GLU press release and a background fact sheet in anticipation of this release. At the time of writing this letter it is unclear if we will ever receive the transition memo from Terry Yonker. A number of overdue notices of grant reports from foundations have surfaced. Karen will have to both do uncompleted work as well as work on new initiatives. I am enclosing the memo and work plan Karen submitted to the Executive Committee to all of you because it outlines what she expects from all of us and the new Board members over the next six months. I feel it holds a real vision and hope for a recovery plan.

The Strategic Planning Committee, the Collective Bargaining Group, the Annual Meeting Committee have all been meeting and will be reporting to our Board meeting on March 25 and 26 in Buffalo. There is a need for the Bylaws Committee and the Policy Committee to come to the Board with their recommendations.

Since there are no new grant applications out to funders it is imperative that we come to closure at the March meeting on what work we want to see GLU doing in the next year to meet upcoming grant deadlines.

We have been unable to renew Memo Oshi's fundraising contract because of our commitment to permanent staff. However, Memo too has generously agreed to volunteer several days a week. With Memo's efforts, a fundraising plan based on new programs and with our strategic plan in hand, I personally feel that the collective staff, Board and member efforts will start to produce changes for GLU in the Basin. All that ice will melt. Signs of thaw are already being seen. I had a friendly call from Paul McClennan last week assuring me of his support for the revival of GLU and willingness to help in any way he can.

Karen and I would like to hear from you about the agenda for the March meeting. We have had to postpone the meeting in Montreal in order to save money and to allow the Executive to meet with the Auditor. If any other Board members wish to attend this meeting, we hope to schedule it for the afternoon of Friday the 25th.

Finally I especially would like to thank Jeanne, Robin and Dick who have worked so hard on the difficult work of the Personnel Committee. This work has been very time consuming and has been painful for all involved. Thanks also go to the staff for their efforts and patience throughout this process.

On behalf of the Executive, and in hope,



Sarah Miller