

NWTRCC Handbook

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National War Tax Resistance Coordinating Committee (NWTRCC)
PO Box 5616, Milwaukee, WI 53205 • www.nwtrcc.org • nwtrcc@nwtrcc.org
(800) 269-7464 • (262) 399-8217

Created by Clark Hanjian, 2006; Administrative Committee, updates

A. General Information

1. Name

National War Tax Resistance Coordinating Committee

[In September of 1982, the War Resisters League, the Center on Law and Pacifism, and the Conscience and Military Tax Campaign organized a national War Tax Resistance Action Conference. During this conference, the National War Tax Resistance Coordinating Committee (NWTRCC) was created.]

Sources: Minutes 9/82, Minutes 11/82, "NWTRCC Meetings and Decision-Making Process" by Karen Marysdaughter 3/93; WRL War Tax Resistance Guide

2. Statement of Purpose

The National War Tax Resistance Coordinating Committee (NWTRCC) is a coalition of groups from across the US, formed in 1982 to provide information and support to people involved in or considering some form of war tax resistance (WTR). Affiliate organizations and individual supporters are joined together in a common struggle for a more just and peaceful society. We oppose militarism and war and refuse to complicitly participate in the tax system which supports such violence. NWTRCC sees racism, sexism, homophobia, poverty, economic exploitation, environmental destruction, and militarization of law enforcement as integrally linked with the militarism which we abhor. Through the redirection of our tax dollars, NWTRCC members contribute directly to the struggle for peace and justice for all. NWTRCC promotes war tax resistance within the context of a broad range of nonviolent strategies for social change, and is firmly embedded in the peace movement.

NWTRCC's goal is to maintain and build a national movement of conscientious objectors to military taxes by supporting, coordinating and publicizing the WTR actions of groups and individuals. These actions include: war tax resistance, protest, and refusal; the redirection of military taxes to meet human needs; support of the US Peace Tax Fund Bill*; and adjustment of lifestyle to avoid tax liability. WTR actions are undertaken in the spirit of nonviolence, in accordance with each individual's moral, religious or political conscience, and with the hope that such actions will contribute to a change in the priorities and policies of the US government.

NWTRCC's objectives include:

- (1) Recruiting for, maintaining, and distributing an updated National Network List of affiliate groups, alternative funds, contact persons, and counselors.
- (2) Publishing and distributing, both online and in print, resources on WTR history, methods, and consequences.
- (3) Publishing a periodic newsletter on WTR, with a specific focus on WTR organizing.
- (4) Providing WTR counselor information and periodic trainings.

- (5) Coordinating and publicizing WTR campaigns and events.
- (6) Providing technical assistance on WTR organizing.
- (7) Providing introductory information to groups and individuals who request it.
- (8) Organizing regular national meetings for those involved in and/or supportive of WTR.
- (9) Participating whenever possible in international gatherings of conscientious objectors to military taxes.

* [The correct title of this legislation is now the Religious Freedom Peace Tax Fund Bill. - ed.]

Sources: Minutes 9/82, 12/83, 5/84, 5/85, 5/86, 5/92, 11/99, 11/06, 5/09

3. Logo



Logo design by Mary Lynn Sheetz (Colorado Springs, CO).

Sources: Minutes 11/82, 5/85

4. NWTRCC Handbook

- (A) The *NWTRCC Handbook* shall serve as the official statement of NWTRCC's standing decisions and practices. In case of a discrepancy, Coordinating Committee (CC) minutes shall supercede the *Handbook*.
- (B) The CC shall appoint an editor for the *Handbook*. The editor shall be responsible for maintaining an up-to-date edition by incorporating standing decisions of the CC, making minor corrections and revisions, and editing for clarity.
- (C) Substantive additions, deletions, or amendments to the *Handbook* shall be made only with approval from the CC via the proposal process.

Handbook review will be on every AdComm agenda, and AdComm and Coordinator will attempt to keep it up to date.

Sources: Minutes 9/05, 5/06, 11/06, 5/11

B. Organization

1. Coordinating Committee (CC)

(A) *Composition:* At any given meeting, the CC is made up of the people who attend. Those on the Network List, members of the Administrative Committee, and members of Working Groups are the most likely to attend, but anyone is welcome. The Coordinator and/or other consultants or volunteers will endeavor to establish a virtual connection for each meeting and announce it to the Network List and Working Group/Committee members in advance.

(B) *Meeting Time, Location, and Agenda:* The CC will meet twice a year, near the first full weekends of May and November. The CC will rotate the location of its meetings around the country. Since NWTRCC meets only two weekends per year, the weekend agenda for these meetings shall include substantial time for NWTRCC committee work (fundraising, literature, NWTRCC projects, etc.) Collectively, we invest a large amount of travel money, organizing effort, and personal time in these weekend meetings. Thus, we feel that committee work should be an important aspect of the weekend agenda.

(C) *Purpose:* The CC is the decision-making body of NWTRCC. The CC has the authority to make decisions regarding:

- (1) Any change in NWTRCC's Statement of Purpose
- (2) Establishing annual goals and objectives and any changes to them
- (3) Hiring/firing of staff, veto of staff decisions
- (4) Personnel procedures
- (5) Annual budget and fundraising plan
- (6) Changes in the decision-making process, and in the frequency and purposes of NWTRCC meetings
- (7) Location of NWTRCC meetings
- (8) Adding or discontinuing literature
- (9) Review of the basic message of NWTRCC literature
- (10) Endorsement of other projects or campaigns
- (11) Planning national coordinated WTR campaigns
- (12) Selection of AdComm members, veto of AdComm decisions
- (13) Blocking selection of Working Group members
- (14) Adding or discontinuing Working Groups, review of their job descriptions, veto of WG decisions
- (15) Any position statements in the name of NWTRCC
- (16) Nature of NWTRCC's participation in international WTR activities
- (17) Bi-annual staff evaluation
- (18) Any changes in the budget.

(D) *Decision-Making Process:* People active in the war tax resistance movement are encouraged to bring concerns to the attention of NWTRCC. Newsletter readers and Network List people are specifically invited to bring up issues 2-3 months in advance of NWTRCC's semi-annual meetings. People may also bring up specific proposals for action. The AdComm comes up with a proposed agenda based on this input, which the CC can change as long as they don't make decisions on items that have not circulated among the Network List. When the CC considers

any new action on behalf of NWTRCC, they will address the concerns not only of the people present, but of those not present who have given feedback in advance. The CC makes a final decision when everyone present, including virtually, agrees on how to proceed, and when they agree that the concerns of those not present have been taken into account. The CC uses a consensus-based process (see Appendix 4).

To share the decision-making process with those who cannot attend a CC meeting, proposals for CC meetings are sent (by mail, email, and posted online) to the Network List enough in advance of meetings to permit local consideration, discussion, and submission of feedback. The NWTRCC Coordinator, or anyone else who has received feedback, shares it at the CC meeting, and the CC takes that feedback into account when making decisions. Although the CC may make decisions on the items circulated in advance without the final approval of the Network List, they will not decide on any completely new actions at a meeting without first informing the Network.

AdComm members serve as facilitators, or co-facilitators, for each segment of the CC meeting, or may solicit volunteers as needed. Facilitators are guided by the 12 points below and the guidelines in Appendix 4. Those present are encouraged to help monitor the process using the list below and steps in Appendix 4. Anyone may ask the group to consider designating another facilitator. The Coordinator often takes minutes, but the AdComm also may ask for volunteers to take minutes. The minute taker reads back all final decisions, timelines for implementation, and volunteers for tasks before the group moves on to other items. The Coordinator finalizes the minutes with AdComm input for distribution.

Facilitators should be attuned to the following list, and the AdComm encourages everyone present to act within these guidelines and smooth the process as needed with reminders about any or all of the following:

- (1) Make sure everyone has a chance to talk at least once before others talk again.
- (2) Make sure only one person speaks at a time so they can be heard.
- (3) Paraphrase or reflect back people's statements so everyone is sure what is said.
- (4) Ask for clarification or more information.
- (5) Periodically summarize the collective thoughts of the meeting.
- (6) Do time checks.
- (7) Ask for further concerns.
- (8) Note when conflict arises and suggest ways to resolve it.
- (9) Suggest a break or a brief activity (such as a song, moment of silence, or silly game) to refresh people physically and/or mentally, without pressuring anyone to participate who doesn't want to.
- (10) Ask for an evaluation of the meeting process and/or emotional tone.
- (11) Ask for specific volunteers for particular tasks.
- (12) Confirm a final decision and ask to move on to other items.

The AdComm will arrange for the decision-making process to be reviewed at the beginning of each NWTRCC business session, and will circulate in advance a handout summarizing the process to everyone who has not attended a meeting before.

See Appendix 4 for a consensus process guide and more tips for facilitation.

Sources: Minutes 9/82, 11/82, 2/83, 5/89, 5/92; "NWTRCC Meetings and Decision-Making Process" by Karen Marysdaughter 3/93; Minutes 5/93; Minutes 11/93; "Information about NWTRCC Business Meetings" by Karen Marysdaughter and Ad Com 1994, Revised 12/97; Minutes 5/08, 11/08

2. Administrative Committee (AC or AdComm)

- (A) *Responsibilities:* In general, the Administrative Committee (AC) is responsible for overseeing the functioning of NWTRCC in between Coordinating Committee (CC) meetings. The specific responsibilities of the AC include:
- (1) Provide oversight and support for the Coordinator as specified in the “Coordinator” section of this Handbook, with special attention to the following tasks:
 - (a) Closely monitor the Coordinator’s fulfillment of responsibilities. Review and be familiar with all Coordinator reports and financials.
 - (b) Work with Coordinator to make sure she has the types and extent of support she needs in order to achieve NWTRCC’s objectives.
 - (c) ANNUALLY review the Coordinator’s compensation plan.
 - (d) ANNUALLY ensure that the Coordinator provides AC members with an up-to-date listing of all specified contact and account information.
 - (e) BI-ANNUALLY conduct a formal evaluation of the Coordinator.
 - (f) Maintain an up-to-date job description for the Coordinator.
 - (g) Implement established policies in the event that the Coordinator is incapacitated, dies, resigns, is dismissed, or in the event that that NWTRCC’s work may be seriously jeopardized by some action or inaction of the Coordinator.
 - (2) Provide oversight for the Treasurer in between CC meetings.
 - (3) ANNUALLY appoint and evaluate Clerks (as specified under “Clerks”).
 - (4) Prepare for CC meetings by: developing a proposed agenda; arranging for facilitators and minute-takers; and arranging for the decision-making process to be reviewed at the beginning of each CC meeting.
 - (5) Be familiar with NWTRCC’s standing decisions and practices, help the CC to be mindful of these decisions and practices, and propose revisions when appropriate. Review the policy Handbook at each AdComm meeting; with Coordinator keep it up-to-date.
 - (6) Administer the distribution of NWTRCC travel funds.
 - (7) Other responsibilities as the CC may designate from time to time.
- (B) *Meeting Schedule:* The Administrative Committee shall meet immediately before every Coordinating Committee meeting. Additionally, the AC shall meet at least twice a year via conference call. Our intention is that the AC meet, in some fashion, on a quarterly basis.
- (C) *Members:* There will be four to six members serving terms which are preferably staggered. Two members will be alternates and will attend meetings in the absence of full members. Full members will serve a two-year term with the option of serving a second consecutive two-year term. Alternates will serve a one-year term, following which they may be appointed to a two-year term as a full member, or may be reappointed to a second consecutive one-year term as an alternate. Efforts will be made to represent geographical, gender, ideological, age, etc. diversity. Each member may have designated areas of responsibility as decided by the Administrative Committee.
- (D) *Selection of Members:*
- (1) The Coordinating Committee chooses Administrative Committee members. A request for volunteers and nominees will be made in the newsletter sent out before the meeting.
 - (2) An early agenda item will be to ask for volunteers and nominees.
 - (3) Candidates caucus: those candidates present will meet with current Administrative Committee members and decide among themselves which best represent NWTRCC.
 - (4) Approval of Administrative Committee: the Coordinating Committee will then discuss proposed candidates, decide on any changes, and make the final choice.
- (E) *Expenses:* Telephone expenses will be reimbursed by NWTRCC when requested by an Administrative Committee member. AC members are encouraged to solicit travel money from

their local groups or to pay their own fares if possible. Travel expenses for a full member will be subsidized by NWTRCC when necessary. Travel expenses for an alternate will be subsidized only when the alternate is attending in the absence of a full member.

(F) *Review:* Administrative Committee purpose and effectiveness will be reviewed periodically by the Coordinating Committee.

Sources: Minutes 5/86, 5/87, 5/92, 5/94, 5/99, 11/06, 11/08, 5/11

3. Paid Consultant(s)

A. Coordinator - Job Description (Nov. 2017 CC meeting)

The Coordinator is the primary paid position of NWTRCC, and these tasks are seen as essential to the continuance of the organization. When finances allow and CC agrees, some tasks can be handled by other paid positions.

- (1) Administration
 - (a) Office management - order and maintain furniture, equipment, and supplies; establish and maintain phone, regular mail, and email services.
 - (b) Financial management - establish and maintain credit union or bank accounts; keep records of income and expenses; balance the books monthly and provide a written report to the AC quarterly and to the CC semi-annually; pay the bills in a timely manner; maintain database of NWTRCC donors; prepare initial draft of proposed budgets and objectives each year; carry out fundraising plan.
 - (c) Reports - Report to the AC in writing at least once every three months. This report will cover: all aspects of Coordinator's work; progress on the objectives defined by the CC; and a financial report of all income, expenses, and account balances. Likewise report to the CC at each of its regularly scheduled meetings.
 - (d) Volunteers - monitor work delegated to the WG's; recruit volunteers for WG's and AC.
 - (e) Records - maintain records of NWTRCC program and administrative work; keep policies up-to-date; regularly select records for archiving at the Swarthmore College Peace Collection and see that they are deposited there.
- (2) Information & Referral

Send out information packets to those who request them; refer people to local contacts, legal help, or other peace and justice groups as needed; fill literature orders.
- (3) Newsletter

Plan, write, and edit bi-monthly editions of the newsletter; solicit photos; arrange for layout, printing, collating, and mailing; maintain subscription list; post newsletter on Web site; encourage new subscribers.
- (4) Literature

Oversee the writing, production, and revision of all NWTRCC literature and, when appropriate, do the writing itself.
- (5) Meetings

Oversee the planning and publicizing of semi-annual CC meetings; collect proposals for CC meetings and prepare an agenda; circulate agendas to the NWTRCC network list; work with AC members on transportation to meetings; participate in semi-annual AC and CC meetings; prepare and distribute the minutes of AC and CC meetings.
- (6) Networking/Local & Regional Organizing

Update the NWTRCC list of counselors, contacts, affiliate groups, and alternative funds annually; recruit new individuals and groups to the list; encourage local and regional WTR

support groups, gatherings, and actions; provide technical support for organizing; coordinate activities for tax season.

(7) Publicity/Outreach

Solicit designs for display ads about WTR on an annual or bi-annual basis; circulate ads to progressive publications for free advertisement; coordinate national media work for tax season and for particular WTR events or issues; assist individuals and groups with local media work; serve as spokesperson for NWTRCC with media; write articles for publication when appropriate; arrange for WTR materials and/or resource people to be available to other peace and justice groups; arrange for and monitor NWTRCC presence on the Internet.

(8) Legal Information and Counseling

Establish and maintain a system for keeping up-to-date on tax laws and IRS policy and procedure; disseminate updated information to the network; maintain contact with one or more attorneys for legal consultation and referral; keep on hand up-to-date primary resources on tax issues, such as the IRS Code, regulations, and specific publications; counsel people on the phone, by mail, and in person about their specific tax situations.

(9) Accountability

Coordinator is ultimately accountable to the CC. When the CC is not in session, Coordinator is accountable to the AC. Coordinator shall abide by all standing decisions and practices of NWTRCC.

(B) *Procedure for Hiring a Permanent Coordinator* (regarding an Interim Coordinator, see sections G and H below)

- (1) The Administrative Committee (AC) shall maintain a job description for the NWTRCC Coordinator and update it as necessary, with all changes to be approved by the Coordinating Committee (CC).
- (2) The CC will establish a hiring committee of at least three people from the CC, two of whom will also be members of the AC.
- (3) The hiring committee will advertise the position in the NWTRCC newsletter, to the NWTRCC Network List, and in other progressive publications; will review resumes; will conduct telephone interviews; and will make a recommendation regarding who to hire, as well as terms of contract, to the CC at its next meeting.
- (4) If possible, the newly hired Coordinator will spend a few days in the office with the former Coordinator for orientation. The former Coordinator will, in any case, write up an orientation outline for the new person.

(C) *Coordinator's Compensation*

- (1) NWTRCC desires to provide its Coordinator with reasonable compensation based on hours worked and the needs of the Coordinator. The compensation plan will be negotiated whenever a new Coordinator is hired, within limits set by the Coordinating Committee. NWTRCC is open to considering alternative compensation arrangements on a case-by-case basis. The compensation plan will be outlined in NWTRCC's contract with the Coordinator.
- (2) The compensation plan will be reviewed annually by the Administrative Committee, the Treasurer, and the Coordinator. If the Coordinator's needs change (due to a change in the cost-of-living or due to any other factors), the Administrative Committee will recommend an appropriate adjustment. Any recommended changes to the compensation plan should be proposed to the Coordinating Committee as part of the normal budget process.
May 2017 CC meeting instituted an annual cost of living raise (COLA) based on the federal rate (or another source per AdComm). "The COLA reflects the values of NWTRCC, which would be assumed unless there are budget constraints, in which case the AdComm brings it to the CC for discussing budget priorities." The COLA applies to other consultants paid at the same rate as the Coordinator as well. (Minutes, 5/17)

(D) Oversight and Support of Coordinator

- (1) CC bears ultimate responsibility for oversight and support of Coordinator. When the CC is not in session, AC bears this responsibility.
- (2) AC shall:
 - (a) Closely monitor Coordinator's fulfillment of responsibilities.
 - (b) Work with Coordinator to make sure she has the types and extent of support she needs in order to achieve NWTRCC's objectives.

(E) Evaluation of Coordinator Under Normal Circumstances

- (1) Informal evaluation of Coordinator is desirable at every regularly scheduled meeting of both the AC and the CC.
- (2) Formal evaluation of Coordinator will be initiated by the AC every two years, according to the following procedure:
 - (a) AC will send an evaluation survey to the Network List.
 - (b) AC will receive survey responses and summarize them into an evaluation report. This report will maintain the anonymity of survey respondents. AC will dispose of all survey responses no sooner than two months after this evaluation procedure is completed.
 - (c) Coordinator and all AC members will receive a copy of the report.
 - (d) AC will meet in private to discuss concerns.
 - (e) AC will meet with coordinator to discuss concerns.
 - (f) AC will present report to a meeting of the CC.
 - (g) Coordinator will have opportunity to comment on report.
 - (h) CC will meet in private to discuss concerns.
 - (i) CC will meet with coordinator to clarify expectations, make suggestions, and offer praise.

(F) Evaluation of Coordinator Under Exceptional Circumstances

- (1) Exceptional circumstances exist when the AC determines that NWTRCC's work may be seriously jeopardized by some action or inaction of the Coordinator.
- (2) When exceptional circumstances are apparent, the AC will evaluate the Coordinator according to the following procedure:
 - (a) AC will meet to determine if exceptional circumstances do, in fact, exist. (If such circumstances do not exist, any concern with the Coordinator can be addressed via usual means of "checking-in.")
 - (b) AC will develop possible ways to resolve the concern with the Coordinator.
 - (c) AC will contact Coordinator to discuss the concern and possible means of resolution.
 - (d) If prompt and satisfactory resolution to the concern is achieved, the AC will continue to monitor the situation and, if necessary, raise the matter with the CC at its next meeting.
 - (e) If prompt and satisfactory resolution to the concern is not achieved, the AC is authorized to dismiss the Coordinator according to the procedures specified below in Section G.

(G) Procedure for Dismissing Coordinator

- (1) During a Coordinating Committee Meeting
 - (a) The CC retains the right to dismiss the Coordinator for any reason. Typically, the CC will only exercise this right if (1) the Coordinator consistently fails to adequately perform responsibilities, or (2) NWTRCC's work may be seriously jeopardized by some action or inaction of the Coordinator.
 - (b) The CC retains the right to dismiss the Coordinator at any time. Typically, the CC will provide at least 30 days notice.
 - (c) The CC will not dismiss the Coordinator without offering her an opportunity to state her position and suggest alternatives.

- (d) If the CC decides to dismiss the Coordinator, it shall notify her in writing of:
 - (1) The effective date of the dismissal.
 - (2) The reason for dismissal.
 - (3) The phone number and address of the person who, upon the effective date of the dismissal, will serve as Coordinator.
- (2) Between Coordinating Committee Meetings
 - (a) If, upon completing the evaluation procedure outlined above in Section F, the AC determines that prompt and satisfactory resolution of a critical concern is not achieved, the AC is authorized to dismiss the Coordinator and to appoint or hire an Interim Coordinator.
 - (b) If the AC decides to dismiss the Coordinator, it shall notify her in writing of:
 - (1) The effective date of the dismissal.
 - (2) The reason for dismissal.
 - (3) The phone number and address of the person who will immediately serve as Interim Coordinator.
 - (4) Her opportunity to appeal to the CC, at its next meeting, for reinstatement.
 - (c) The AC will promptly notify the Network List by mail of its action.

(H) Procedure if Coordinator is Incapacitated, Dies, Quits, or is Dismissed

- (1) If the Coordinator is incapacitated, dies, quits, or is dismissed *during a CC meeting*, the CC will promptly hire a new or interim Coordinator.
 - (a) If the Coordinator quits, she is encouraged, if possible, to give many months notice. In any case, she will not give less than 30 days notice.
 - (b) The preferred time for the Coordinator to give notice is at the fall CC meeting, with a leaving date of June 1st of the following year.
- (2) If the Coordinator is incapacitated, dies, quits, or is dismissed *between CC meetings*, the AC will be responsible for all NWTRCC operations and all relations with the incapacitated or previous Coordinator until the CC can resume responsibility at its next meeting. Specifically:
 - (a) The AC will determine how NWTRCC's critical needs will be met. Priority will be given to fundraising, banking, payment of bills, newsletter publication, response to calls/letters/email, and coordination of the next CC meeting.
 - (b) The AC will appoint or hire an Interim Coordinator to manage the logistics of any interim plan (e.g., managing the office, revising account information, hiring temporary help, etc.). This Interim Coordinator will serve only until the CC meets and decides how to proceed.
 - (c) If the Coordinator is only temporarily or partially incapacitated, the AC may, at its discretion, continue to pay the Coordinator a portion of her compensation, while using the remainder to hire supplemental help.
 - (d) The AC will pay to the Coordinator any accrued benefits in accounts identified by the Treasurer (e.g., health fees, pension, etc.).
 - (e) The AC will promptly notify the Network List by mail of its interim plan for maintaining essential operations until the CC meets again.
- (3) Coordinator will annually provide AC members with an up-to-date information page. Any revisions shall be communicated to the AC promptly. Information will include:
 - (a) Name/Address/Phone Numbers for:
 - NWTRCC office
 - All AC members
 - Coordinator
 - Coordinator's partner or next of kin
 - Local friends or family who might be helpful in event of emergency

- Co-signer(s) on NWTRCC bank accounts
- (b) Name/Address/Phone Numbers/Account Numbers/PIN's or Passwords for:
 - Financial institutions which hold NWTRCC assets
 - Telephone service providers
 - Internet/On-line service providers
 - Credit/Debit Card providers
 - Primary businesses that NWTRCC patronizes or maintains accounts with
- (c) The street address and exact location of the NWTRCC office, how the office can be accessed, and the location of all NWTRCC property not located in the office itself.
- (d) If NWTRCC mail is delivered to a PO Box rather than to the NWTRCC office, include the combination number or location of the PO Box key. Also include the name of another NWTRCC person who is listed on the box registration card who is authorized to receive the mail.

Sources: Minutes 9/83; Minutes 11/97; "NWTRCC Coordinator Job Description" by Karen Marysdaughter, Revised 12/02; Minutes 5/06; Minutes 11/06; CC meeting 11/2017; CC meeting 11/2018

B. Other Paid Positions

As finances allow, NWTRCC may be able to hire consultant(s) to carry out tasks from the job description above that the Coordinator, AdComm, and CC agree could better be handled by another person on an ongoing, open-ended basis.

There will be a written job description for any ongoing Consultant position(s), agreed to and signed by the consultant. The job description will serve as an outline for evaluations.

The compensation for Consultants hired as finances allow is an hourly rate based on the per hour compensation of the Coordinator's total package.

In the first year of the creation of a position it will be evaluated every six months. If the position continues, the evaluation will occur with the same schedule and process as the Coordinator per section E above or as determined by the CC. Other personnel procedures as described above for the Coordinator also apply to the other paid position(s). Other consultants work closely with the Coordinator and are monitored by AdComm and CC in the same way.

Individuals working as consultants on an ongoing basis are expected to attend the twice-yearly gatherings, participate in all AdComm meetings. Travel will be paid and time compensated on a basis similar to the Coordinator. NWTRCC will reimburse the Consultant for any expenses related to the work at home, such as equipment needed or internet connection.

Consultants are asked to help with fundraising as the organization will endeavor to maintain the position permanently.

Other Paid Positions will be reviewed annually during the budget process where continuation of the position, hours, and compensation will be reviewed. Raises will be comparable to any raises for the Coordinator.

For 2019, the Coordinating Committee has established one other consultant positions:

Outreach Consultant (approx. 15hrs/wk): Chrissy Kirchhoefer (St. Louis) position involves outreach to national and local groups, keeping NWTRCC active on social media with posts on Facebook, Twitter, YouTube, and following posts about tax resistance/war tax resistance from others

Sources: Minutes 5/2015; 11/2015; 11/2017; 11/2018; 11/2020

4. Treasurer

- (A) *Appointment:* The Coordinating Committee (CC) shall appoint a volunteer Treasurer who will work with the Coordinator to manage NWTRCC's financial affairs.
- (B) *Accountability:* The Treasurer is accountable to the CC. When the CC is not in session, the Treasurer is accountable to the Administrative Committee (AC). The Treasurer may be removed from office at any time by the CC or the AC.
- (C) *Responsibilities:* The Treasurer shall:
 - (a) Serve as cosigner, with the Coordinator, on all NWTRCC accounts.
 - (b) Assist the Coordinator to provide an accurate and up-to-date financial report at every CC meeting.
 - (c) Review all NWTRCC accounts annually and make a report to the AC.
 - (d) Offer financial advice and propose financial policies as appropriate.

Sources: Minutes 11/97 (in Coordinator Personnel Policy), 11/06, 11/07

5. Clerks (2017: not currently active)

- (A) *Clerk Responsibilities*
 - (1) Serve as a volunteer assistant to the Coordinator in just one area of NWTRCC's work (such as fundraising, network relations, or outreach).
 - (2) Work with the Coordinator to develop an annual set of goals which the Clerk will endeavor to accomplish.
 - (3) Commit to spend 2-3 hours every week working to complete these goals.
 - (4) Recruit and coordinate volunteers, as desired.
 - (5) Attend two Coordinating Committee (CC) meetings per year.
- (B) *Specific Positions:* The CC is responsible for deciding how many Clerk positions will exist, and to which work areas these positions will be assigned. Current positions and their responsibilities are:
 - (1) War Tax Boycott Clerk: Assist the Coordinator in developing and implementing a War Tax Boycott campaign. (Position retired at Nov. 2009 CC meeting)
(Fundraising Working Group was created, rather than "clerk position"-see working groups.)
- (C) *Eligibility:* Anyone is eligible to serve as a Clerk. However, preference may be given to those who have participated directly in NWTRCC work and meetings in the past. No one shall serve simultaneously as a Clerk and as an Administrative Committee (AC) member.
- (D) *Appointment Process:* The Coordinator nominates Clerks. The AC appoints Clerks. The AC will only appoint individuals to the position of Clerk who have been nominated by the Coordinator. The AC may decline to appoint any nomination, and the AC may leave a position vacant. The Coordinator and the AC will work to balance the interests of diversity and skills in the appointment process.
- (E) *Term:* The term of appointment is one year.
- (F) *Reappointment:* The Coordinator and the AC will evaluate each Clerk annually. At the recommendation of the Coordinator, the AC may reappoint an individual to serve a consecutive term as a Clerk. An individual shall not serve as a Clerk for more than 5 consecutive terms. After 2 years of not serving as a Clerk, an individual may be regarded as a new candidate for a Clerk position.
- (G) *Termination:* The AC may terminate the appointment of a Clerk at its discretion and at any time.

(H) *Expenses*: The Clerk is a volunteer position. Upon request, NWTRCC will reimburse a Clerk for travel expenses to CC meetings up to an amount to be determined during the annual budget process. Also upon request, NWTRCC will reimburse a Clerk for reasonable expenses (e.g., phone, postage, copying) which are first approved by the Coordinator.

Sources: Minutes 5/04, 11/07

6. Working Groups (WG)

A Working Group (WG) serves primarily as a consultant to the Coordinator, although WG members may also take on specific tasks (e.g., designing a brochure or writing a press release). The groups work by mail and phone and are comprised of volunteers who nominate themselves or are nominated by other NWTRCC participants. The Coordinator has the authority to recruit members to the WG's; the Coordinating Committee (CC) may block the addition of specific members. There currently are no terms of office; the role of WG's is to help the Coordinator carry out the tasks agreed upon by the CC. The CC can veto WG decisions.

Standing Working Groups:

Literature Working Group— Maintain a Literature Working Group, which should represent as diverse a range as possible of the war tax resistance community. This group can suggest and/or draft materials. They also take special responsibility to review and monitor the variety of NWTRCC materials as outlined (at least in part) in C-6. The Literature Working Group can flag materials that should be approved by the Coordinating Committee prior to production, particularly if they exceed the budget line item for literature production or related budget lines. They can take questions about items produced or posted to the Coordinator, the Administrative Committee, or the Coordinator Committee. The Committee should choose a convener.

Fundraising Working Group – to meet regularly (by conference call) and help with any and all aspects of fundraising to support NWTRCC's work, including but not limited to grant writing, donor calls, donor thank yous, special projects, grant writing, seeking new affiliates, affiliate dues calls, etc. The budget will include the funding as necessary to get a member of Fundraising Working Group to each meeting.

Outreach Committee – to meet regularly (by conference call), coordinated by the Field Organizer or consultant doing field organizing; discusses local organizing, comparing notes on local ideas, successes, concerns; helps arrange outreach presentations for field organizer or appropriate person; gives ideas to field organizing work.

Rapid Outreach Working Group (ROWG) – formed May 2011 CC meeting [less active in 2017], to identify emerging actions, groups, or movements that might be receptive to incorporating war tax resistance; to compose a standard or customizable information packet we can send to the organizers of such actions, groups, or movements to tell them how WTR can contribute to their goals and how NWTRCC can help them incorporate war tax resistance; to send out an information packet to such groups as they are discovered; to form a brief message designed for NWTRCC members to let them know about the action, group, or movement. Do this with the “assistance, guidelines, and oversight” of the Administrative Committee. ROWG does not have authority to make policy for or to speak on behalf of NWTRCC. Volunteers – Dave Gross (coord), Pam Allee, Eszter Freeman, Erica Weiland.

[Previous WG's included: Counseling, Legal Information, Meetings, Networking, Newsletter, and Publicity.]

Sources: Minutes 5/92; Minutes 11/93; Minutes 5/95; “NWTRCC Working Groups - Job Descriptions” by Karen Marysdaughter, Revised 6/95; Minutes 11/06; 11/09; 5/11; 2017 updates per Coordinating Committee Meetings and current status of groups

7. Affiliates

(A) Benefits of Affiliation

- (1) Affiliates help support a staffed office that focuses on war tax resistance:
 - Providing support to war tax resisters, connecting them to local organizations and individuals.
 - Tracking changing regulations.
 - Providing news about actions throughout the country and internationally.
 - Crafting national outreach strategies.
 - Bringing together peace activists semi-annually in regional gatherings.
- (2) Affiliates receive the following benefits:
 - A subscription to *More Than A Paycheck*, NWTRCC’s bi-monthly newsletter.
 - Reduced costs on some NWTRCC materials.
 - Technical assistance on WTR organizing, counseling, alternative funds and local WTR campaigns.
 - Participation in the NWTRCC decision-making process as members of the Coordinating Committee.
 - Coordination of Tax Day activities with other groups and free national publicity.
 - Updates on late-breaking WTR developments.
 - A web site link.

(B) Expectations of Affiliates

- (1) Provide your group’s name, address and telephone number for NWTRCC’s Network List.
- (2) Respond to requests for information by:
 - (a) Answering from your own experience and knowledge, or;
 - (b) Supplying basic WTR materials from stock you keep on hand (you may charge costs for this service.)
 - (c) Evaluating the complexity of concerns and referring questions for counseling to WTR counselors, the NWTRCC office, or to lawyers, CPA’s or others as appropriate.
- (3) Keep track of WTR activities in your area and pass the info on to the NWTRCC office.
- (4) To the extent that you are able, promote, advertise, and network WTR in your area. Possible activities include:
 - (a) Helping individuals connect with WTR groups, and helping groups to cooperate with each other on WTR.
 - (b) Advocating tax day demonstrations and other resistance activities.
 - (c) Providing op-eds and advertisements for local publications and developing relations with area journalists in order to spread the idea of WTR.
 - (d) Setting up and participating in trainings for WTR and WTR counseling.
 - (e) Convincing organizations to accept WTR as part of their concerns and activities.
 - (f) Including a link to NWTRCC’s website on your website and an acknowledgment of affiliation with NWTRCC.
- (5) Affiliates are asked to make annual affiliation contributions to NWTRCC. Suggested amounts are \$100 per year for local groups, \$125-\$300 for regional groups and \$500 for national groups. Regional groups would be the group in a large city, for example, or for a region of a state or several states.

Sources: Minutes 9/88; "Job Description for Area Contacts and Affiliates" by Karen Marysdaughter, Revised by Mary Loehr, circa 2001

8. Area Contacts

- (A) Areas Contacts are individuals or groups who volunteer to support NWTRCC and the war tax resistance movement in their area in the following ways:
- (1) Provide your group's name, address and telephone number for NWTRCC's Network List.
 - (2) Respond to requests for information by:
 - (a) Answering from your own experience and knowledge, or;
 - (b) Supplying basic WTR materials from stock you keep on hand (you may charge costs for this service.)
 - (c) Evaluating the complexity of concerns and referring questions for counseling to WTR counselors, the NWTRCC office, or to lawyers, CPA's or others as appropriate.
 - (3) Keep track of WTR activities in your area and pass the info on to the NWTRCC office.
 - (4) To the extent that you are able, promote, advertise, and network WTR in your area. Possible activities include:
 - (a) Helping individuals connect with WTR groups, and helping groups to cooperate with each other on WTR.
 - (b) Advocating tax day demonstrations and other resistance activities.
 - (c) Providing op-eds and advertisements for local publications and developing relations with area journalists in order to spread the idea of WTR.
 - (d) Setting up and participating in trainings for WTR and WTR counseling.
 - (e) Convincing organizations to accept WTR as part of their concerns and activities.
- (B) Area contacts will automatically receive a subscription to *More Than A Paycheck*, NWTRCC's bi-monthly newsletter.

Source: "Job Description for Area Contacts and Affiliates" by Karen Marysdaughter, Revised by Mary Loehr, circa 2001

9. Counselors

- (A) War Tax Resistance (WTR) Counselors are war tax resisters who volunteer to support existing and potential war tax resisters by helping them to understand the motivations and methods of war tax protest, resistance, refusal and redirection, and to understand the consequences of the choices they make. They will:
- (1) Provide their names, addresses and telephone numbers for NWTRCC's Network List.
 - (2) Respond to requests for general information on WTR.
 - (3) Nondirectively* counsel individuals to help them determine their goals in regards to WTR, to discover the options most appropriate to their situation, and to assess realistically the possible consequences of those options. (* WTR counselors should be careful not to advise or try to convince counselees to follow one particular course of action, but rather assist them to make responsible decisions.)
 - (4) Assist war tax resisters who are having problems dealing with the IRS by providing information on IRS policies and procedures.
 - (5) Refer war tax resisters to other counselors, lawyers, professionals, or the NWTRCC office as necessary when the situation needs more time or knowledge than they have for adequate resolution.
 - (6) Refer to *More Than A Paycheck* to stay informed and up-to-date about changes in IRS practice and applicable laws.
 - (7) Keep the NWTRCC office informed of changes in their address and availability, and of special cases which come to them.

(B) All WTR counselors on the Network List will receive a subscription to *More Than A Paycheck*, NWTRCC's bi-monthly newsletter.

Sources: "Job Description: NWTRCC Tax Resistance Counselor" by Carolyn Stevens? Undated; Revised edition 9/02

C. Policies

1. Interactions with the IRS

- (A) *Communications with the IRS*: In general, NWTRCC will not respond to computer-generated notices from the IRS. If a human being contacts NWTRCC, we shall send a statement of our policy in regard to withholding, levies, and telephone taxes. Any written communications to the IRS which state a NWTRCC position shall be signed by the Coordinating Committee as a body. Communications, written or oral, which ask questions of the IRS may come from the Coordinator or any member of the CC. If there needs to be a decision about appearing in person with IRS personnel, preferably it will go to the next CC meeting. If a meeting is not scheduled before a decision needs to be made, the Administrative Committee will decide whether or not a face-to-face meeting is appropriate and, if so, who should represent NWTRCC at the meeting.
- (B) *Withholding from the Pay of NWTRCC Personnel*: NWTRCC shall not withhold any payroll taxes from any personnel, including Social Security taxes.
- (C) *Levies on the Pay of NWTRCC Personnel*: NWTRCC will refuse to honor any levies on the pay of NWTRCC personnel.
- (D) *Information Returns*: NWTRCC will not submit information returns to the IRS.
- (E) *Responsible Persons*: The Coordinating Committee will take responsibility for adopting and overseeing this policy and communicating it to the IRS when needed. Members of the CC will not be named as individuals in any communication. As the CC is amorphous, changing somewhat from meeting to meeting, the Administrative Committee may be the individuals most likely to be identified by the IRS, if they take things that far, as responsible persons. If the assets of any individual CC member are seized by the IRS due to this policy, NWTRCC will see that they are reimbursed, either by the organization from organizational accounts and/or through a special fundraising effort, or by the individual WTR whose tax bill is involved.
- (F) *Seizure of NWTRCC Accounts*: NWTRCC will take measures to try to prevent the seizure from organizational accounts of refused payroll taxes, refused levies, and any penalties and interest accrued to the organization. If there are indications that a seizure is likely, NWTRCC will move and/or close accounts in financial institutions until it appears the danger of seizure is past.

Source: Minutes 5/98, 5/08

2. Response to a Blatant War or Other Major Political Event

In response to a major political event, especially one that does cause, or may cause, an upsurge in interest in WTR:

- (A) *Publicity*: NWTRCC will prepare a generic press statement that can be easily geared to the specific event and will distribute it to national media. NWTRCC will have spokespersons in each region of the country prepared to speak about our position regarding the event. The

NWTRCC office will prepare written materials to disseminate regarding the event and look for volunteers to get them out.

- (B) *Response to Requests for WTR Info:* NWTRCC will designate some folks on the internet to respond to requests for info via that medium. If necessary, NWTRCC will arrange call-forwarding on the office phone to volunteers willing to respond to requests for info.
- (C) *Networking:* If possible, NWTRCC will participate in any coalition effort calling for nonviolent solutions to the event, including attendance at meetings. NWTRCC will consider organizing an emergency grant of refused taxes to support efforts in response to the event.
- (D) *Finances:* NWTRCC will use all of its financial reserves, if necessary, to pay for temporary help and/or materials in response to the event. If more than two-thirds of the reserves are needed, NWTRCC will initiate a special fundraising effort.
- (E) *Implementing this Policy:* The Administrative Committee will consult with the Coordinator to determine if a particular political event warrants the use of this policy. As always, NWTRCC affiliates and individual WTR's will be expected, on their own initiative, to be the primary responders to such events, and are encouraged to act, apart from NWTRCC structure, as conscience dictates.

Source: Minutes 5/98

3. Endorsements

- (A) *Generally:* Endorsements are considered by the Coordinating Committee on a case-by-case basis.
- (B) *NWTRCC Website:* Links on the NWTRCC website "links" page shall not signify NWTRCC's endorsement of the linked materials or their respective organizations. A disclaimer stating this policy shall be displayed on the "links" page.
- (C) *National Marches/Demonstrations:* NWTRCC's streamlined procedure for joining/endorsing major Peace Movement marches and demonstrations is as follows:

IF:

- (1) The NWTRCC Coordinator, or a NWTRCC affiliate feels that it would be appropriate and beneficial for NWTRCC to be listed among members/endorsers of a National March/Demonstration for Peace, AND
- (2) The points of unity for the event are in keeping with NWTRCC's expressed statement of purpose: "Affiliate organizations and individual supporters are joined together in a common struggle for a more just and peaceful society. We oppose militarism and war and refuse to complicitly participate in the tax system which supports such violence. NWTRCC sees racism, sexism, homophobia, poverty, economic exploitation, environmental destruction and militarization of law enforcement as integrally linked with the militarism which we abhor. Through the redirection of our tax dollars, NWTRCC members contribute directly to the struggle for peace and justice for all. NWTRCC promotes war tax resistance within the context of a broad range of nonviolent strategies for social change, and is firmly embedded in the peace movement." AND
- (3) The financial and/or participatory requirements of such an endorsement can be met by that person/group on NWTRCC's behalf,

THEN:

The person desiring the endorsement will notify the Network List, including all affiliates, and the Administrative Committee with a phone call and/or postcard and will email as

many member groups and individuals as possible describing the event and including relevant contact information. If, after two weeks the NWTRCC coordinator has not received any objections and has approval of the Administrative Committee, the endorsement can go forward. If one or more objections are received, then the endorsement cannot proceed unless proposed to, and approved at, a subsequent NWTRCC meeting.

(D) *Standing Endorsements*: Campaign Nonviolence (Nov 2015), World Beyond War (May 2014), Ally to US Social Forum (May 2014), Conscience and Peace Tax International (Nov. 2012), Peoples Charter to Create A Nonviolent World (May 2012), Global Day of Action on Military Spending partner (2012), United for Peace and Justice (before 2008)

Sources: Minutes 5/86, 11/03, 11/07, 5/14, 11/15

4. Finances

(A) *Reserve Fund*: NWTRCC shall maintain a Reserve Fund to help pay expenses in the event of a budget shortfall. The target balance for the Reserve Fund shall be fifteen percent (15%) of the current annual budget.

Source: Minutes 11/07

(B) *Travel Fund*: NWTRCC travel funds are primarily to be used to promote regular attendance by representatives of NWTRCC local, not national, affiliates at Coordinating Committee meetings. NWTRCC strongly encourages local affiliates who are sending a representative to match the NWTRCC travel funds. The affiliate groups will choose their representative. Some funds will be available on a rotating basis for “at large” NWTRCC members who do not have a local WTR group/affiliate. The Administrative Committee of NWTRCC will revise policy as directed by the Coordinating Committee and work out details of policy implementation. Specifically, the AdComm members will address issues of rotation of “at large” attendees and how best to distribute travel funds among local NWTRCC affiliates around the country.

- (1) *Eligibility*: NWTRCC affiliates (excluding national organization affiliates) qualify for travel funds based on the number of active members. An affiliate with 5 to 10 active members can apply for travel funds to send one representative to a CC meeting. An affiliate with 11 to 20 active members can send two. Affiliates with more than 20 active members can apply to send a maximum of three members. Groups with fewer than 5 members may join together to send an area or regional representative.
- (2) *Availability of Funds*: An applicant can apply for up to 50% of travel costs, which will be distributed as funds permit. It is assumed that the application for funds may be based on an estimated cost from searching airline fares, and that an exact amount will be determined at the time the flight is booked. Applicants are encouraged to keep travel costs low by booking plane, train reservations in advance and by carpooling, etc. Funds will be disbursed on a first come, first serve basis. Unused funds will be carried over to the following year. If funds run out, the travel fund will be laid down.
- (3) *Expectations*: The individual applying for travel funds must have the support of her/his affiliate. She/he must agree to attend the Coordinating Committee business meeting and represent the views of her/his affiliate at that meeting. She/he must also agree to report back to her/his local WTR group and/or peace and justice/church groups on the NWTRCC Conference events and NWTRCC business. She/he will be asked to mail or email back a very brief (2-3 sentence) report on her/his presentations on NWTRCC to local groups.
- (4) *Application*: The applicant will be asked to mail or email a completed application form when applying for travel funds at least six weeks in advance of the meeting.

- (5) **Matching Funds by Local Groups:** NWTRCC strongly encourages local affiliates who are sending a representative to match the NWTRCC travel funds. You can receive up to 50% of travel costs from the Fund, but if your group can cover more than 50%, please just apply for what you need.
- (6) **At Large Applicants:** There will be three spaces allotted for “at large” war tax resisters to receive travel funding (at a 50% rate) to attend a CC meeting. “At large” WTRs are persons without a local affiliate. They are encouraged to seek matching funds from their local peace/justice or church groups. In choosing which “at large” WTRs will receive funding, the AdComm subcommittee will seek diversity in terms of ethnicity, gender, race, type of war tax resistance and geographical region. We anticipate that these “at large” spaces will be filled mainly by persons from areas of the country with few WTR’s (e.g. the Deep South, the Great Plains states).
- (7) **Administration:** A subcommittee of the NWTRCC Administrative Committee (made up of at least two people) will accept travel fund applications and notify applicants of funding at least four weeks before the meeting. They will consult with other Administrative Committee members in case of problems. Otherwise, they will report to the AdComm members regarding fund disbursement at the next AdComm meeting. We received a special donation to start this Travel Fund; if it works, we will need to raise extra money in the future to keep the Fund available.

Sources: Minutes 11/03, 5/04, 11/07

5. Sharing of Internal Records

- (A) *Mailing List:* In general, NWTRCC shall not share its mailing list with other organizations due to the need for confidentiality. However, NWTRCC may provide local mailing lists to local groups on a very limited basis, primarily when the groups are known and trusted.
- (B) *Donors List:* In order to protect the confidentiality of donors, NWTRCC shall not disclose any financial records that identifies donors.

Source: Minutes 1/85, 11/06

6. Approval/Guidelines for Literature for Distribution

The Literature Working Group and AdComm shall review the following types of literature circulated under NWTRCC’s name:

- Printed brochures, booklets, flyers, fact sheets, etc.
- Outreach flyers for tables at specific events
- Website content
- Blog content
- Social Media Posts
- Promotion of listserve, wtr-s

The role of Coordinating Committee is outlined in Section 1B (c 8 and 9)

Printed materials circulated under NWTRCC’s name: Anyone who has an article on WTR or WTR-related issues that they would like to see available through the national office shall send copies to the Administrative Committee and the Literature Working Group. If no one in those groups expresses objections by a named, reasonable deadline, the item will become available for national office distribution and will bear the following disclaimer: “This article is reprinted for

information and discussion by the National War Tax Resistance Coordinating Committee. It does not necessarily represent the views of NWTRCC or its affiliates. For more information on WTR (national address, phone #, and space for local contact).” This does not limit a group’s ability to put “affiliate of NWTRCC” on their own materials.

Articles printed and placed on literature tables under NWTRCC’s name that are not available through the national office should still carry the above disclaimer.

Outreach flyers are often needed on short notice. Before they are made available they should be reviewed by a Literature Working Group and the AdComm. If the Literature Working Group is not active, the flyer should at least be reviewed by the AdComm. Producers should attempt to prepare such items at least 2 weeks in advance of an event so that a draft can be posted on the internet and a notice sent to the Network (Affiliates, Area Contacts, Counselors, Alternative Funds) for review and adjustment before it is placed on a table with NWTRCC’s name.

Blog Content: The blog carries a disclaimer on the “About” page. The comments section is open to anyone who disagrees with a post. If there is serious dissension, the AdComm should review and consider whether the post should be taken down.

Social Media Posts: AdComm and Network members who are online are asked to join the various social media forums (Facebook, Twitter, YouTube, etc.) and the NWTRCC listserv. Any questionable items should be reported to the Social Media Consultant and NWTRCC Coordinator who will consult with AdComm as to whether a post should be removed or “disclaimed.”

Website content: Like social media, posting to the website cannot go through a committee each time something new is put up. Some content is constant, but news items need to keep changing to keep up interest and look lively. Once again, AdComm and Network members need to stay tuned to what is posted and whether they see any problems with the content. Questions about content can be raised with the Webmaster who can help decide a process for handling any problems.

WTR Listserv (wtr-s): The email discussion group operates independent of NWTRCC and is managed by a volunteer Administrator. NWTRCC promotes the listserv and helps keep it active; the NWTRCC Coordinator, AdComm members, and all are encouraged to monitor and participate in the discussions, but any problems with the list are dealt with by list members and the Administrator.

See Literature Working Group, section B-6

Source: Minutes 11/94, 11/06, with substantial updates approved Nov. 2015

7. Affiliate Support Fund

NWTRCC Affiliates in need of monetary support for war tax resistance work are invited to apply for support. During the November budget process the Coordinating Committee will determine what is available for the fund (it could be nothing; it could be \$5,000). Groups may apply for up to \$2,000, if that much is available. Before budgeting for the Affiliate Support fund and to remain fiscally responsible, NWTRCC should maintain in savings enough to meet the current budget expenditures, and, as per current guidelines, an additional 15% in reserves; other reserve lines for equipment, international meeting travel, and special CC meeting travel are held for those purposes.

- Requests will be considered at May Coordinating Committee meetings.
- Affiliate groups seeking support should submit a letter outlining their activities, financial need, and a general sense of how this funding will help accomplish the project or goals.
- Requests from local/regional groups will be considered before national group requests on a case-by-case basis.
- NWTRCC will maintain a “Support Fund” line in its budget.
- NWTRCC will continue to offer literature at low or no cost for tabling and outreach as finances allow.
- A template for applications is available from the NWTRCC office.
- In cases where emergency funding is needed and waiting to May is not possible, the NWTRCC Administrative Committee is empowered to review proposals between meetings and make decisions based on funds available and sense of the need.

Source: Minutes 5/17; proposal approved May 2017

D. Appendices

1. Repealed Sections

- *Publicity of Non-WTR Actions* (Adopted 5/98. Repealed 11/06.)

2. Hosting a NWTRCC Meeting

Our usual format for meetings is to conduct NWTRCC business on Friday evening and Sunday morning. Saturday is for committee meetings, panels, workshops, and opportunities to allow people in the surrounding region a chance to network with one another. Since NWTRCC meets only two weekends per year, we have a policy that the weekend agenda shall include substantial time for NWTRCC committee work (fundraising, literature, NWTRCC projects, etc.). We generally ask the local folks to tell us what they'd like included in the Saturday portion, so we can tailor it to your needs. We'd appreciate it if you can suggest a theme for the weekend. The Saturday program can include information for brand new people as well as discussions for more experienced folks.

NWTRCC people are available as resources as needed. We are willing to do as much or as little to help with that day as you wish. Typically we do the publicity with folks in surrounding areas and leave local publicity to the host group. This is negotiable as needed.

Here are some details about what hosting would entail:

If you decided to host a meeting, we would ask your group to arrange the meeting space, overnight accommodations and food, and perhaps help with transportation to and from airports, bus, or train stations. See below for estimated numbers. NWTRCC would pay the meeting room and food expenses. We can easily provide money ahead of time for the meeting space and/or food if the local group can't afford to get reimbursed later. We can either stay in a place where we can both hold the meeting and sleep overnight (most attendees are prepared to sleep on floors, with carpeting or foam pads, if necessary), or we can sleep in people's homes.

A small group of 5-7 people, the Administrative Committee, would meet all day on the Friday before the weekend (about 9 am-5 pm). This could be in someone's home. We would plan dinner at 6 pm on Friday followed by the start of the Coordinating Committee meeting from 7-10 pm. On Sunday morning we would meet about 9 am-noon, followed by lunch. We aren't too fussy about the meeting space itself, although we wouldn't argue with comfy chairs! Places to hang up newsprint for agendas and/or blackboard space are important.

We would prefer a room rental budget of no more than \$300 for the weekend, but prices can be negotiated (and free is always best!). Saturday would be reserved for workshops, panels, presentations, etc., on various aspects of WTR. Saturday evening could be a public presentation, or free time, or some entertainment. We would hope to pull in more people for the day on Saturday, and just a core group for the NTWRCC business portions.

Meals may be provided by local folks or catered. Our group can also cook and clean up, if you all planned the menus and did the shopping. We try to do meals as cheaply as possible. Our request is

for vegetarian food, with a few vegan options; see below for estimated numbers at mealtimes. We would prefer to budget no more than \$200 for food for the weekend, but this can also be negotiated. We do collect a registration fee in advance and pass the hat to cover food costs during the weekend as needed.

1. Overnight accommodations (these are estimates, but based on recent meetings):

- Thursday night, 5-7 people
- Friday night – about 20-25 people
- Saturday night – about 20–25 people
- Sunday night – maybe a couple of people who have Monday morning flights

2. Meals

- Friday breakfast – 5-7 people
- Friday lunch - 5-7 people
- Friday dinner – about 20–25 people

- Saturday breakfast – about 20–25 people
- Saturday lunch – 30-50 people
- Saturday dinner – about 20–25 people

- Sunday breakfast – about 20–25 people
- Sunday lunch – about 20–25 people

3. Meeting Space

- Friday 9:00 am-5 pm — space for 5- 7 people
- Friday evening 6-10 pm – meeting space for about 20-25 people

- Saturday all day & maybe evening if there’s a program – 30-50 people

- Sunday 9:00 am-1 pm – 20-25 people (include lunch)

4. Transportation for out-of-towners

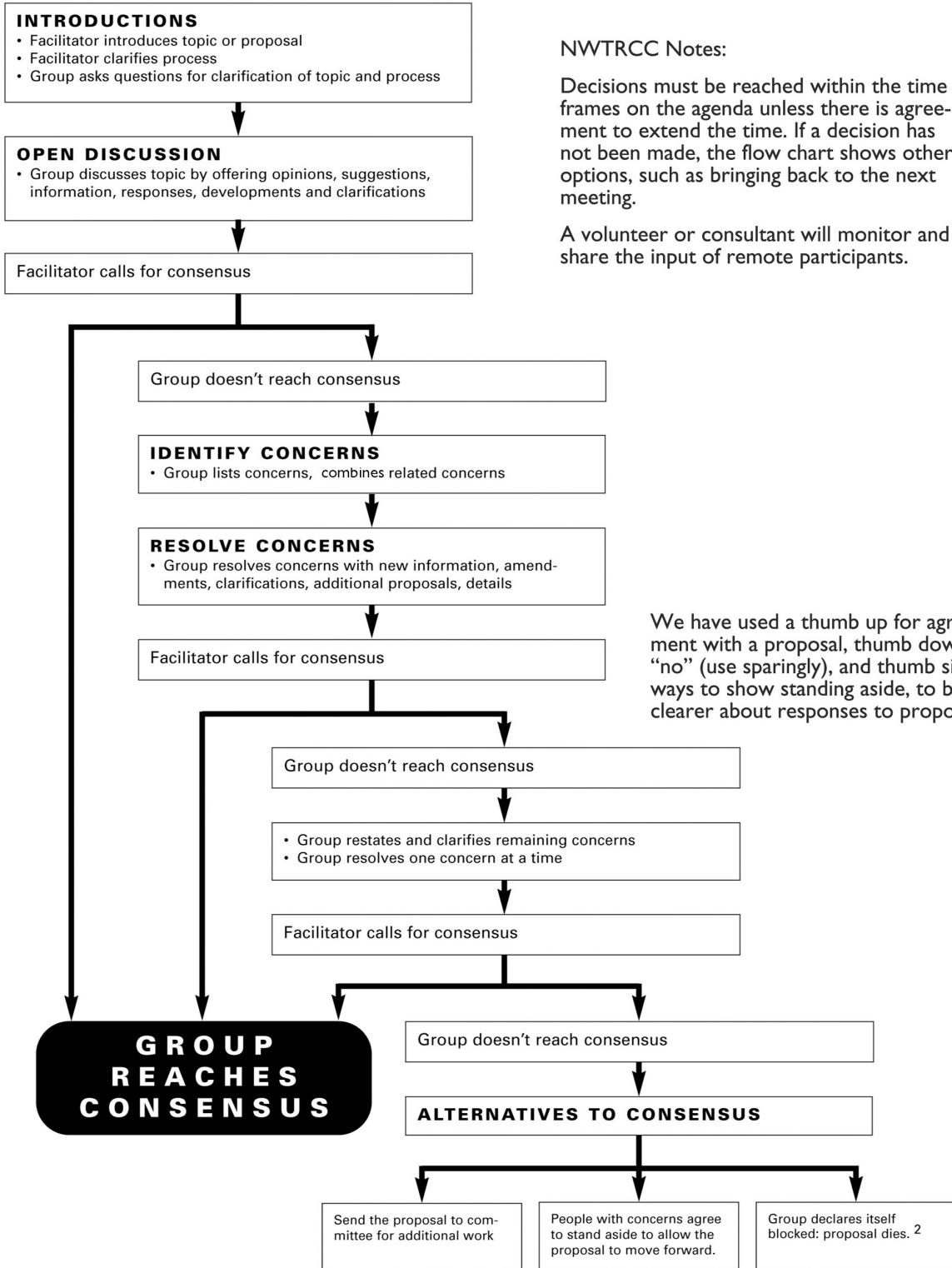
Detailed instructions for getting to the meeting/accommodations space by public transportation from the airport, bus, and train stations would be needed, as well as directions for people traveling by car. If local people are available to meet people coming other than by car, that would be a nice bonus, but isn’t absolutely necessary, unless the place we meet is not accessible by public transportation.

3. NWTRCC Meeting Dates & Locations

Date	City	State	Special Event
Sept. 1982	Washington	DC	Conference & Inception
Nov. 1982	St. Louis	MO	
Feb. 1983	San Francisco	CA	
May 1983	New York City	NY	Conference
Sept. 1983	Chicago	IL	
Dec. 1983	Atlanta	GA	
May 1984	San Francisco	CA	Conference
Sept. 1984	Boston	MA	
Jan. 1985	Houston	TX	
May 1985	Denver	CO	Conference
Sept. 1985	Cincinnati	OH	
Jan. 1986	Los Angeles	CA	
May 1986	Philadelphia	PA	Conference
Sept. 1986	Seattle	WA	
Jan. 1987	Durham	NC	
May 1987	Santa Fe	NM	Conference
Sept. 1987	Boston	MA	
Feb. 1988	St. Mary's	GA	
May 1988	San Francisco	CA	Conference
Sept. 1988	Washington	DC	
Jan. 1989	San Diego	CA	
May 1989	Jacksonville	FL	
Sept. 1989	Nyack	NY	
May 1990	Milwaukee	WI	
Nov. 1990	Greenfield	MA	
Feb. 1991	San Francisco	CA	
June 1991	Philadelphia	PA	
Nov. 1991	Washington	DC	
May 1992	St. Louis	MO	Conference
Nov. 1992	Austin	TX	
May 1993	Portland	OR	
Nov. 1993	Worcester	MA	
May 1994	Atlanta	GA	
Nov. 1994	Denver	CO	
May 1995	Des Moines	IA	
Nov. 1995	Los Angeles	CA	
May 1996	Ithaca	NY	
Nov. 1996	Birmingham	AL	
May 1997	Seattle	WA	
Nov. 1997	Moorestown	NJ	
May 1998	Newton	KS	
Nov. 1998	Berkeley	CA	
May 1999	Asheville	NC	
Nov. 1999	Milwaukee	WI	
July 2000	Washington	DC	International Conference
Nov. 2000	Albuquerque	NM	

May 2001	St. Louis	MO	
Nov. 2001	Voluntown	CT	
May 2002	Portland	OR	
Nov. 2002	Columbus	GA	
May 2003	Santa Rosa	CA	Conference
Nov. 2003	Chicago	IL	
May 2004	Colorado Springs	CO	
Nov. 2004	Philadelphia	PA	
May 2005	Nashville	TN	
Oct. 2005	Brooklyn	NY	Conference
May 2006	Seattle	WA	
Nov. 2006	Las Vegas	NV	
May 2007	Sherborn	MA	
Nov. 2007	Newton	KS	25th Anniversary
May 2008	Birmingham	AL	
Nov. 2008	Eugene	OR	
May 2009	Harrisonburg	VA	
Nov. 2009	Cleveland	OH	
May 2010	Tucson	AZ	
Nov. 2010	Boston	MA	
May 2011	Oakland/Berkeley	CA	
Nov. 2011	Kansas City	KS	
May 2012	Chicago	IL	with NATO March
Nov. 2012	Colorado Springs	CO	30 th Anniversary party
May 2013	Asheville	NC	
Nov. 2013	New York	NY	
May 2014	San Diego	CA	Peace Resource Ctr of SD
Nov. 2014	Richmond	IN	Earlham College
May 2015	Milwaukee	WI	Casa Maria CW
Nov. 2015	Las Vegas	NV	Las Vegas, CW
May 2016	Lansdowne	PA	Lansdowne Friends Meeting
Nov. 2016	Gainesville	FL	Sustainable Living Center
May 2017	St. Louis	MO	Friends Meeting House
Nov. 2017	Amherst	MA	Co-housing & UMASS w/New England WTRs
May 2018	Los Angeles	CA	CPUSA Worker Center
Nov. 2018	Cleveland	OH	Mission House
May 2019	Washington	DC	DC Catholic Worker & Emergence
Nov. 2019	Corvallis	OR	Community Art Collective Peace House (Portland) & Corvallis Meeting House
May 2020	Online		First Completely Online Conference
Nov. 2020	Online		
May 2021	Online		
Nov. 2021	Online		
May 2022	Online		
Nov. 2022	Online		Celebration of NWTRCC's 40 th Anniversary

4. Consensus Decision-Making Process



NWTRCC Notes:

Decisions must be reached within the time frames on the agenda unless there is agreement to extend the time. If a decision has not been made, the flow chart shows other options, such as bringing back to the next meeting.

A volunteer or consultant will monitor and share the input of remote participants.

We have used a thumb up for agreement with a proposal, thumb down for "no" (use sparingly), and thumb sideways to show standing aside, to be clearer about responses to proposals.

C.T. Lawrence Butler and Amy Rothstein, "On Conflict and Consensus," (Food Not Bombs Publishing, 1991) Reproduced with permission in "The Performer's Guide to the Collaborative Process" by Sheila Kerriann (Heinemann, 2001)

TIPS FOR GROUP FACILITATION

Helpful Facilitation skills

The facilitator's role is to ensure a safe space for everyone to participate, keep people on topic, and help the group make decisions.

It is recommended to have co-facilitators if possible, especially for potentially difficult sections of the meeting agenda.

Have a clear beginning and ending time for the meeting.

Have an agenda everyone agrees on via an agenda review, written to refer to.

Keep a stack of names of those who want to speak, nod to let people know they are on.

A facilitator should not get very involved in the issue, which can make the decision-making difficult.

Use various techniques to keep everyone involved (see below).

Be aware of language – verbal and body language.

Good Group Dynamics

Begin with agreed upon guidelines/ground rules for group process.

Remind people of the common values and concerns we share.

Listening is primary to any good meeting.

Respect different views and opinions.

Be conscious of how much space you are taking up, step back to give others the room to contribute.

Give people who have not spoken the priority and encouragement (not pressure) to do so.

Be aware of how language may perpetuate racism, sexism, homophobia and other forms of oppression.

Remember we are here to counter, not replicate, the model of domination.

Question if your comments are pertinent or will derail the momentum of the group.

Affirm others and their ideas (but do not repeat).

Acknowledge concerns people have within the group, never letting the urgency of the task neglect the welfare of the group as a whole.

Practice reciprocal capacity building.

Values Underlying Good Group Process

Respect Responsibility Democracy Honesty Empathy Humility

Compromise Commitment Cooperation Consent Self-Discipline and Self-Facilitation

Tools for Good Group Process/Reaching decisions

Clear Agenda with Goals Time limits – for items and for individuals

Go Round Stack Talking Stick Checkers Deck of cards

Write on wall charts Brainstorm Post it notes

Ask questions to clarify Straw Poll

Silence Take a break Play a game

Small Groups/Buzz Groups Ask Questions

Fishbowl Spectrum Theatre skit hassle line

Reframe/Restate issue Mind Map Create a new proposal

“Noting opposition”- find another way for it to be expressed

Evaluate – Stop, Start, Continue. Learn from our mistakes and successes.

For more see the Working in Groups section of the War Resisters' International's Handbook for Nonviolent Campaigns, <http://www.wri-irg.org/node/23293>.

Created by Joanne Sheehan, War Resisters League/New England, joanne@warresisters.org, 860-639-8834, with some NWTRCC additions.