

Crosshatch Employment Webinar Transcript

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SPEAKERS

Brad Kik, Jeannie Sheneman, Daniel Marbury, Amanda Kik



Alright!



Brad Kik

Welcome everyone. Thank you for joining us, I going to shift my view here for a second. For our first ever Crosshatch employment webinar, those of you who have known us for a while, are recognizing that we've got a new hiring process that we're using here. So this is a great chance to let you know more about the position give you a chance to ask questions. We've got about 44 different questions. Some of them, of course, are repeated, that we'll answer here and talk more about not just the positions, but what it's like to work with and for Crosshatch and where these positions fit in with the rest of our staff. And then also through the Q&A. You have the opportunity. Someone's saying they can't hear me. Can everyone can.



Amanda Kik 01:05

I can hear you. Okay.



Jeannie Sheneman 01:07

Okay.



Brad Kik

Yes I can hear you. All right. So that might be a specific problem with that, that one attendees computer. So, yep, to let you know how these positions fit in with the overall work culture and the other work that we do here at the organization. My name is Brad Kik, my pronouns are he him. And for those who might have a visual impairment, I have light skin and my head is shaved close and I have a slight beard and I'm wearing a blue button up shirt today. And let's introduce the rest of the staff.



Amanda Kik 01:47

Amanda Kik. I use she/her pronouns, fair skins. graying hair, reading glasses on my head, blue shirt. Daniel.



Daniel Marbury

Hi, everyone. My name is Daniel Marbury, I have white skin, got some hair tied back brown hair tied back in a ponytail and a purple t shirt. And I use he/him pronouns.



Jeannie Sheneman 02:16

Hi, everyone, my name is Jeannie Sheneman I use she her pronouns. I have light skin, and I have a multicolored sweater on today. And my hair is dark, it's tied back in a bun.



Brad Kik

And I'm just putting this into the chat that the meeting is being recorded, as well as being transcribed over on otter. And so you can access the meeting notes directly at this link. And so if it sounds like we are having some issues with some folks hearing us, that's another way to access this. But hopefully we can work out any technical glitches as well. We don't i don't want to let that slow us down, though, if most people are actually hearing us. If you can't hear well, if you can't hear us, then you can't hear me ask you to do this. We're gonna dive right into the question. First of all, before we even give more of an overview of the organization, we're going to dive into the question about remote working because that was a big one. And I understand that for some of you, this may be a deal

maker or breaker. So Amanda, do you want to talk about the the general idea around remote work and what that means for us



Amanda Kik 03:33

as you want to do the land acknowledgement first, or should I jump into that?



Brad Kik

Why don't you jump in? And then Yep, thank you.



Amanda Kik 03:39

Okay, I'll jump in, and then we'll come back. Um, yeah, so there's several questions about remote work, and the nature of remote work and Crosshatch. The, I'll say right off that it's gonna be important that you live in the 10. County area of Northwest lower Michigan. We don't have an office space. So we all work from home. But we do meet regularly as a whole staff in person. And of course, there's events that will be important for both positions to go to. Sometimes not every event. But then there's two big ones, the Northern Michigan small farm conference and the skill swap that are kind of all hands on deck events. And yeah, and then we do have, we're members of a co working space in Traverse City. We don't have a dedicated office there, but there is Commonplace to work there. If you need to get out of your house to do work. That's an option there too. Yeah, so that's the that's the lowdown on remote work. You can work from home, but you can't work outside our service area.



Brad Kik

Okay, yeah, thanks. I know especially I think some of the folks who found the posting on idealist had questions about what that meant. So Thanks for clarifying. And thank you for reminding me and the hustle and bustle of getting this started to make time to acknowledge that the land where I'm calling in from and where crosshatch staff reside. aid has been cherished and maintained for generations by the Anishinaabek, the Odawa, Ojibwe, and Bodewadmi nations. And we want to recognize those whose traditional lands I'm calling from today, as the land on which these nations have resided for 1000s of years, and acknowledge that the colonization of Michigan was part of a national project of destruction and arratia, not only of access of the anishinaabeg, to their lands and water, but of physical and spiritual violence against the traditions, languages, belief systems, community structures, and the bodies of Odawa, Ojibwe, and Bodewadmi. To recognize

the land as a way of honoring the indigenous people who have been living and working in this place from time immemorial, literally existing since beyond the reach of memory. And it's important to understand the longstanding history that has brought us to reside on the land, and to seek to understand our place within that history. We acknowledge the past, present and future generations of these nations and honor their longstanding kinship with the land and their resilience in the face of colonization. And with that, thank you for again for joining us. We have a lot of questions. We had originally intended to spend a little more time fleshing out some of the bigger picture stuff, but I think the questions are going to cover a lot of that. So we'll dive in if you feel like something's not being addressed, or if you want us to kind of take a step back. That's what the q&a is for. Jeannie is going to be moderating that, and able to kind of moderate this as we go. So beyond the remote work piece, the first questions. Amanda, why don't you talk about this unlimited PTO thing? What does somebody says 21 days minimum? What does this mean, unlimited paid time off? Question mark.



Amanda Kik 07:19

Yeah, so mostly, that's, that's an acknowledgment that, you know, if you work for Crosshatch, we understand that you will be accountable to your, to yourself to your fellow staff, members, and to our community to get your job done. And if you need time off, you take time off. There's there's some parameters around that. But that are sketched out in the employee handbook. But we all have families, we all have lives outside of work. So even though we work really hard and put in plenty of hours, we trust you to take the time that you need, and we have a minimum pay time off to really encourage people to take the time that they need.



Brad Kik

Yeah, there are some organizations who have done unlimited paid time off, but then the office culture is such that you feel like you can't actually take the time off. So it's a policy only. So we implemented the minimum to ensure that, that that's not the way the culture here works. And we'll get into a little bit more of that. The office culture pieces, and hear more from Jeannie and Daniel about that in a little bit. But there's also a bunch of questions about timeline. Just what can you, can you lay out the hiring process, how these next rounds work, and when somebody would might start?



Amanda Kik 08:50

For sure, yeah, the first thing that you should know is that will communicate at every

stage. So if you're moving forward will obviously tell you but if you're not moving forward, we'll also tell you that I've sketched out a timeline that we're going to try really hard to stick to. But I'm trying not to make guarantees because things happen. So the application deadline is July 14. We're going to spend the next few days going through all of those applications. And we're hoping to move on to round two, round two questions on or near July 22. And then we're hoping to send out emails to schedule interviews on or near July 27. And then we're shooting for interviews the week of August 2. We're shooting for a start date for both positions of August 25, though that might wiggle around a little bit based on people's availability, etc. We're hoping to just get both people start On the same day, if that, if that works out. Yep. Thanks.



Brad Kik

Just to quickly let let folks know, too, that this is a new process for us that we are adapting from the folks at strong towns who have used this process to great success. We very much like that. the very front facing thing that we that you present and that we see is your ability to do this work. And the questions were designed to mimic as much as possible, what your standard work is going to look like. And we understand that it's a it's a big jump, like we're not, there's there's no just kind of polish the resume and hit send. This is, after this webinar, you encounter these questions we're expecting it's going to take an hour, it might take a little bit longer than that. And you're going to immediately know one that it's work that you like to do, because it's the work you're going to be doing. And have a real sense of what you'll be doing while you're here.



Jeannie Sheneman 11:08

Oh, sorry, we have a question about what if these interviews are going to be in person or not?



Brad Kik

We are hoping for in person interviews, but we're flexible. Yeah, well, we can. We're after after round one, which those of you who have already clicked through to see what those questions are like those are very technical, workplace directed questions. Round Two is not going to be more of the same round two is more of the questions you might expect, early on in the hiring process, like Do you live here? And will you be? Or will you be able to move here? Based on what you understand about the job do you feel like you have the technical capacity? Do you like is your home office suitable? Do you see that it's gonna be okay, for you working from home, it's more of this kind of general fit questions. And then, a

select few folks from who have made it through round one and round two will be invited to the interview, which could be in person or on zoom. And then folks are curious how we can notify people if this process is anonymous?

A

Amanda Kik 12:21

Um, yes, so I'll talk about that. And the question on salary. The tool, so we're using a platform called slideroom. It's the same platform that we use for artists, residency applications and micro loan applications. And the way it's set up is that we can change the settings so that when we're reviewing the applications, we're not seeing the names of the applicants, the names or the email, like any contact information for the applicants, so that we're just looking at the work. And so we'll go through those and make internal comments on those and make decisions based on that before going to round two. And round two, like Brad said, are those kind of easier, it'll be like a five minute questionnaire. And after round two, then we'll send out emails saying that, like you're moving forward or not. And if you're moving forward at that point is when it becomes not anonymous anymore, then we'll be able to see your names. And then Sorry, go ahead.



Brad Kik

I was gonna refer to this question that just came up about a candidate who, whose mobile so I only answer that if you were finished with the process part?

A

Amanda Kik 13:54

No, go ahead. You can answer that. And then I'll talk about salary.



Brad Kik

Okay, so So the general answer in terms of mobility, working from home, remoteness, all of that is that we're accountable to our community. Many of the ways that we are accountable require us to be with people. So we like to be together as a staff. And, of course, all of these answers are pre-pandemic answers. So I understand that, you know, we haven't all been in the same room together yet since COVID started, but we're gonna answer all these questions as they were post pandemic and understand there might be some flexibility depending on how things move forward from there. But we want, you'll hear, Daniel mentioned something earlier about how staff are in community and we're accountable to the work of our community, and that requires that you have access to be here when it's necessary for you to be here. So that's that's a long way of saying it's really

dependent on if you have that capacity to show up when we need you to show up in person, or how much we have to push, push things away. Because you're not, because you're because you're in another state. Sorry. Sounds like I'm getting some internet stuff. Of course, we'll talk more, but



Amanda Kik 15:25

you seem to be coming through. Okay, though. Okay. Quick question about if somebody wants to apply for both positions. Are they allowed? And should they go through the hiring process for each one individually? Yes, and yes.



Brad Kik

Cool. All right. Then there's a few questions about I guess this is one, this one is specific to our management style, that crosshatch? And does each leader have their own style? So I figured that was a better question to ask Daniel and Jeannie. Daniel you want to start?



Daniel Marbury

Yeah, happy to. I was ask to keep my responses brief. And so I think I would summarize to say that I've experienced sort of the management, maturity and facility from both Brad and Amanda to change modes, depending on what's necessary. And they certainly are both adaptive in their styles. But I would generalize to say that you can count on Brad to be inquisitive and expansive on, you know, in providing feedback, and in giving input regarding work projects, and partnerships. And you can count on Amanda to be concise and decisive when it comes to taking the complexity of our work and reducing it to some clear steps. Hope you enjoy existing within that tension, which is just part of doing this work.



Jeannie Sheneman 17:14

Yeah, I will step in with that. Of course, everybody has different working styles. And what I what I really appreciate most about working for Crosshatch, for all of the years that I have, is that we continually do check ins and we sometimes do testing and we do different sorts of work style discussions, and we figure out I'm a, I'm a this, and and Amanda's a this and you know, how do we where do we match that we have similar ways of communicating and working and how are we different and how can we work together? And that's, that's a big part of being a small team, I think. And so I, I definitely think we have different working styles, which makes us stronger, there are things that I will go to

Brad for every single time and Amanda for every single time. their strengths make our organization great because they're different. And so I appreciate both of them. But I also appreciate like Daniel and I taking the test and figuring out, you know, how do we work together really well. So they recognize that people have different working styles, and we work to learn what those are. And what we can do as a team.



Brad Kik

There is a, you guys just reminded me that we used to actually have this slide, it was a picture of Amanda on a horse racing forward. And then like a chain coming back, this was photoshopped, it wasn't real. And then me like holding on to the chain with both hands and digging both heels into the ground. And the idea is that if it's up to Amanda, we're just gonna move ahead at any speed, and we're gonna check all the boxes, and there might be some typos, but stuffs gonna get done. And if we leave it up to me, nothing ever gets done, because it's getting polished until the point, you know, way beyond what it needs to be. And that when we're working well together, and this has been true for the last 16 years. We're moving at just the right speed. We're both of those things are have it's moving too fast for me too slow for her, but it's moving at just the right pace. And of course, as staff have come on that, that alters that dynamic a bit, but it's amazing to hear that reflected pretty much exactly from you guys. There's a couple questions about what we're looking for in the roles or what type of skills are missing. And we feel like we did a pretty good job of covering that in the descriptions themselves. And given the limitations we have on time. I'm just going to skip that for now. But there's a third question that came in with just what's the most valuable quality for a candidate to be successful and valuable at Crosshatch. So I'll jump into start but then I'd love to hear what other folks think. I have to say it was a question that came in pretty late. But I've already kind of considered and discarded a few answers. curiosity and flexibility are both really important. But I think, really, at the end of the day, you have to be passionate about what we're about, like this organization is very unique. And we're driven because we see that this is a conversation, this work that we're doing, which is very comprehensive and broad and diverse. And a little bit, while it's confusing to a lot of people, but really focusing on the place versus a single silo of, you know, single kind of project mode, that that has to just get your eyes shining. Like when you hear about the work that we're doing, when you see the big whole picture of it. It just gets you really excited about working here, because I don't think anything else can match that.



Jeannie Sheneman 21:04

I can add in that. There are some people that say, Oh, I could never work at home, I'd get too distracted, or I'd you know, what have you. And I do think there might be something to

that you. I think that to do this job you because Brad and Amanda, when they give you a project, when they when they say okay, this is what you're going to do, they're not micromanagers they're not going to follow you and be like, Did you do it yet? Did you do it yet, you have to be really confident and working at home, manage yourself, be sure that you have very good to do lists, and you can multitask and organize. Because you are you're not your own boss, but you're kind of your own boss a lot of the times and we have deadlines, and we have meetings and all of that for accountability. But if you're not the type of person that works well, with managing yourself, that's maybe something that you might want to think about, because I actually love how Brad and Amanda, you know, aren't looking over my shoulder all the time. But that's, but it's not like they don't have high expectations for me. But you know, that's just have to be able to, to do things without somebody making sure that you are, if that makes sense.



Brad Kik

Yeah, I think the last 16 months, a lot of people have learned how well they, how good they are at working from home. I mean, do you just remind me that we accidentally skipped a question that I think people care about a lot, which is about salary. We're proud to post our exact salary on the job descriptions. And I hope everyone saw that, but then folks are asking about how salary increases? And what raises look like.



Amanda Kik 22:42

Sure, yeah, I think, um, you'll see in the job descriptions, and it lists an exact salary. And that's because salary is determined by an algorithm that calculates based on a base salary, seniority and job type. And the base salary increases by 3% per year to keep up with the cost of living. And then of course, the seniority increases every year, you're with us. So and then raises happen every year, pretty much automatically. Assuming that, you know, the budget gets passed by the board. So you know exactly how much you're making this year. And you will know exactly how your how much you're making next year, and the year after that, and everybody knows each other's salaries and how much everybody's getting paid. So it's completely transparent. And not based on one employee being a squeaky wheel or, you know, forcing you to like, get up some gumption to go to the boss to ask for a raise.



Brad Kik

Thanks. And there's a lot of similar questions about growth. I want to come back I want to, well, why don't we talk about that? And then and then remind me to come back to the

question these really interesting questions about like, supporting people as educators, instructors, farmers, artists, etc. But there's a group of questions, what kind of growth is set for the role? What are the biggest barriers faced and growth opportunities for each position? What's the process for performance reviews? How will these two positions and others like them fit and fulfill the long term vision and growth plan for the organization? So there's a micro question there about how people can expect to grow within the organization and a larger question about how Crosshatch expects to grow. So just do both those in 30 seconds.

A

Amanda Kik 24:42

Sure. You might want to jump in here too. Um, so there's, um, personal and professional growth is important to us. We have money in the budget for professional development, and conferences and we kind of generally depend on, as staff, we all kind of identify those things that we think are important for professional growth and jump on those. We also have some money in the budget for like a awards incentives kind of bucket of money. So if you want to do something that's kind of crosshatch related, but not exactly job related, like, take a poetry class or go on an artist residency or otherwise, you know, do some self care, there's some money in the budget to support that, too. I think one of the challenges for one, one barrier to growth is that there's, I hope I'm answering this the way that what, what the intention of the asker. Anyway, it's a small team. So like, moving up in the company is, like, there's not a lot of mobility and in that way, but hopefully, we're keeping you on your toes enough that you still felt.



Brad Kik

But I don't know that we've said it. But folks, you're looking at the Crosshatch. Staff, this, this is us. And we've, we've been a little bigger, and we've been a little smaller, we would like to have, you know, obviously, we're gonna bring in two new folks. So it'll be a team of six, we're looking for one of our next steps is to bring Jeannie from a part time person to a full time person, if that's possible. And then we do hope to continue hiring particularly around the Hatchquarters, you know, as Hatchquarters really comes into fruition, it's going to require more staff. And there are other occasional major projects that require staff, often like will hire just for a specific project, that's usually as a result of a grant application that funds all that. But yes, we're a pretty flat organization. Other than Amanda and I, as the codirectors, there's not a lot of like managing each other, what there is, is a lot of collaboration. So we're working together in the on the same projects, and people sort of take the lead. So there's a kind of ad hoc liquid management, you know, Daniel might be in the lead on something, we're all following his lead on that, Jeannie, might be leading something else. But the idea that you're going to be promoted to manage the other staff

may happen in eight or 10 years with Hatchquarters. But it's not really something that it's not a way that we're going to grow right now. But we, as Amanda said, we, we love bringing people in and finding what makes them shine. And then as time goes on, we actually have a system so that when somebody when somebody leaves, or we're opening up new positions, we all get together with a whole bunch of sticky notes. And we basically put the whole organization on a blackboard with sticky notes, and we redistribute them based on who's really excited about certain projects, and which, who really showed a talent we might bring in as a communications person, but you show a talent for something, and an excitement for something and next year, that's added to your role. So it's an ongoing evolution. But the whole point is that we really want to find great people and keep them.



Jeannie Sheneman 28:34

Yeah, there's a question in the chat about if this isn't the best time for someone or these positions or full time, if we'll offer other positions in the future or part time. And I think you just answered that. We are always growing and evolving. So I think that you covered that question. But while I have you there's two questions, just to go back to living in the nine county region. And if somebody would like to know, are you honestly open to someone that doesn't live in Michigan full time, or international candidates? And so I just thought we should go back and quickly cover that before we go forward.



Amanda Kik 29:09

The key here is, I think this question is, it's really hard to say like, hard and fast, like you have to live within these political boundaries. But there's something really like you're you're far more connected to this work, if you like, get up from your computer, and you go to the coffee shop, and then you run into people there and you're like, Oh, hey, yeah, we're working on this thing. And then you'd like walk out of the coffee shop with a brand new partnership, and a whole new project. And and it's really exciting when that happens, and it just can't happen if you don't live here. So I don't think I would say no, I think if somebody spent a month in Mexico every year, but if this isn't the place where They spent most of their time then it's not going to be a good fit.



Brad Kik

Yeah, I think if you're gone if like if you live here half of a year, and that's, that's either like every other month or you live here six months and are gone for six months. That's too restrictive. We also, we just don't have the the payroll, money or accounting capacity to

support the complexities of hiring an international employee. I'm hoping we can keep it—well, I'm almost certain we're gonna keep it in Michigan. Some of these questions about somebody who's kind of mostly in Michigan, I'd say mostly has to be pretty mostly. But yeah, unfortunately, we can't support international candidates as much as we'd like to right now. We would also in response to that first question about part time, your future hiring, we used to have an internship, I would love to bring back internships as long as we can do so equitably with fair pay. Also, there's, there have been part time opportunities with crosshatch in the past, and I foresee that there will be again, seasonal offerings, program specific offerings, offerings that are full time, but maybe only for nine months or a year. All these are potentially on the table, given the broad range of projects that we work on. We also do occasionally hire like we may outsource video production or audio production are some consulting work. So that's all there. And then I was really intrigued by that part about helping to launch other Crosshatch-like organizations around the country, we love that idea. It's a passion of ours, not just like helping other ones get started, but finding other organizations that are like ours and connecting with them. And that's a big part of what we're working to do with this communications position is to, to both serve our local community and to expand our message and our connections to the national level. We work often through the alliance of artists communities where I met and I have both presented at the emerging programs Institute, we love seeing these emerging programs come in and offer what we can to help them get started. That's not just true for artists residencies, that's also true for organizations that are placed based and committed to the intersections of all of these pieces. So that's always a place just to reach out. And we're happy to talk more. Also, part of our strategic plan is to grow our earned income. And that also means finding ways for those opportunities to become waste thrust to you to consult or provide technical assistance and to get paid for that. And that's something that both the development and the communications person may have some hand in. This brings us to the question about organizational culture, some of which we've already touched on. Specifically, Daniel had raised earlier today, this idea about working alone together, or what it's like to be working from home. So that might, if we touched on it, but Daniel, why don't you dive in a little deeper to that. And then if anyone else wants to jump in about what the work environment is, like, especially how that how we kind of balance the from home, in person piece. And then there was a question fairly recently, what's your favorite and your most challenging aspects of Crosshatch's work culture? So I'll throw that to everybody.

D

Daniel Marbury

I'm feeling the urge to connect to some of the previous questions, I think, what's resonant here in addressing our remote work culture, and just the broader culture at Crosshatch, I think, traits that I think are essential to succeed as a crosshatch staffer, sort of a three

legged stool if you've heard people say that before. For me, it's being curious which Brad mentioned, it's being humble, which I think goes hand in hand if you stay curious, you stay sort of humble and open to other perspectives and alternatives to your first inclinations. And then I think it's also being hype, H-Y-P-E, which is to spotlight great things all around you, as you're pursuing curiosity in this work. And I think that those those three things, which are kind of personal strengths I bring to my work, I think those bolster us all in our sort of shared work culture too is that what's invigorating and energizing as the we're all seeking to spotlight those local solutions and assets that we can channel in our communications and outreach and education efforts. You know, when you stay curious, you, you stay interested and engaged. And we're always bringing those curiosities to one another. And, and each of my colleagues has an area of like, there's always a hot area of inquiry and learning that I can look to in there are like work lives and also their personal lives that that keeps me interested and engaged. It's like, just continuing to grow relationships with each of these three people, is motivating. However, we we often operate in areas of specific interest and areas of specific like geographic community. And so there is a lot of working on working from your own place of influence and interest and kind of coming together to connect on sort of the deeper interpersonal work or the deeper strategic thinking that supports those efforts. So it's more of like getting tuned up, and then doing some solo performance out in the world. Rather than, there's just not enough of us with the scope of the geography and the scope of the systems that we hope to service. We have to find ways to do that in partnership with other organizations to so you're always bringing in the the Crosshatch team is much bigger than our four people depicted here because it's all of the community partnerships. It's also all the land stewards, farmers, it's all of the artists who were in community with to who enliven our work and really live it out.



Jeannie Sheneman 37:02

I think too, if I can add, logistically, what we do as a as our little team to stay connected is, obviously, this is before COVID, I guess, we would get together and we have in person meetings once a week. We also do zoom meetings multiple times, maybe throughout the week or month, depending on something we need to touch base upon a project or we have a quick question that works better for a video call. So we're always able to touch base with one another. And, but we meet up in bel air, and we have meetings, and then we go have dinner together. And that's a really nice building moment for all of us. We also do different things quarterly, where we might just get together and stay after an event like the Northern Michigan small farm conference, we'll spend six hours in the tower after that event just being together. And so we do look for ways to connect even though we work in our home bubbles. We do try and see each other outside. And then we also have a work platform. We use Asana right now but we're able to work in the work platform ask

questions as they relate to project so it doesn't feel as alone, as you might think from the get go.



Brad Kik

Thanks for it. Does anyone want anything else about organizational culture or how that fits?



Amanda Kik 38:32

I'll just I know, we're kind of, we've got time, they don't have a lot of time. We have a lot more questions to get through. But I'm just uh, I know, I know, all bosses probably say that. They're, they have a really collaborative team. But do you think we have a really collaborative team. And we have a lot of crossover. You know, Daniel, and I work really closely together on grants, even though they know he's not the grant writer. The we're always I'm always looking to staff who are like on the ground and in the field, to give me feedback about the best, best path moving forward and directions we should take. So I think we're all really strategic, and we work really well together, figuring out that strategy.



Brad Kik

Thanks. And some of this has been said before, I guess I want to just take a minute to either underline it or put it all in one bucket, which is this Crosshatch approach. We we have a lot of different arenas in which we work and the focus then becomes on the place, comes on the communities that we serve. Like literally the the geographic places and the people who are in them. And what that often means and this is referring specifically to a question about benchmarks. And you know, we get asked about moving the needle. These are a lot of foundation or grantor questions, how do you move the needle? How do you measure progress? What are your measurable objectives. And a lot of the work that we do is holding this vision of regenerating small, small towns and rural communities of doing so in a way that has an ecological foundation and is helping to, excuse me is resisting climate change is resisting other major global events, is honoring each and every person who's involved in that, and being antiracist in that way. And so we're holding all of this, when we go into a meeting, we don't go into a meeting with these three new partners to say, these are the six outcomes we want. We go into a meeting and say, what are the opportunities that the six of us at this table have right now? What is it that we can make happen together, that we that wasn't happening isn't happening right now. And we're always looking for ways, you know, if we had the capacity, there'd be 300 different projects that we could be working on, about local economy or regenerative farming or

ways to, to uplift the arts to support social justice initiatives. So instead of like assigning someone to go make that happen, we wait for the window to open. And we're always attentive to that. And you can see now why, why we're we're always talking about like, yes, you kind of need to be on the ground here. Because you need to be part of everyone's work here is being open to those opportunities. I just had a great phone call yesterday with some folks representing writers group, talking about a revisioning of what a writer writerly event, what a literary event means in Traverse City and beyond. And so now there's a bunch of new opportunities that have come from them reaching out to us, and us thinking together, how we might work on that. So really exciting. And now we find ways to move forward. So that way of working I know is different from a lot of nonprofits who have like a singular or a few small goals and a bucket, and they're just pushing those goals every chance they can get. I hope that makes sense. Somebody asked the question, how is Crosshatch committed or not to antiracism equity and inclusion in the workspace and the world? This is a question that I've been sitting with quite a bit since it was asked in part because I, too many organizations give performative answers, or abstract answers. And I want to say that it's it's, it's not a there's there's no clean, really nice answer. And I think that's because there's no clean, really nice way to do this work. But I want to say that Crosshatch staff leadership and the board have all committed to a practice and the process of anti oppression. And understanding that there's a messy complexity to doing that work in a real way, on the ground. Part of our work is about truth, telling, and acknowledging the community that we live in, and the history of the community that we live in and recognizing that we are a majority white community. And there are reasons for that didn't just happen, because that's how it happened. We acknowledge the land that we're on. And we do a lot of ongoing learning, looking for specific ways. Yeah, looking for the specific ways that we can bring anti racist action into our existing processes. And I also want to take a moment because it's important to recognize where we're getting where our learning is coming from. So I want to uplift Elizabeth Wolff, and Lisa Funderburke-Hoffman at the Alliance of Artist Communities, YK Hong, Holly bird, the folks at Title track and the folks at E3. adrienne marie brown, James Baldwin, Resma Menakem and Tema Okun has been doing work for a long time around white dominant culture. And maybe if you've done anti racist training or been one of those workshops, you've seen the handout, which now has become a website about what white dominant workplace culture looks like. And it looks like your Harvard MBA versus what an anti racist workplace culture looks looks like. And I hope what you're hearing from us today is that both our hiring process and our workplace culture reflect the work of Tema Okun's work in white dominant culture and in resistance to that. We've also are a lot of this is an evolution so it's hard to like pin down an exact thing that we're doing but we We're making commitments to speaker representation. So hard numbers, demographics, about who the speakers at our events will be. We don't expect that means we're going to always meet those numbers, but we're going to be transparent about what those numbers are, and

transparent about when we don't meet them. We have a strong commitment to accessibility for everything that we do doesn't mean we get it right every time. But we have a team of folks who audit the stuff that we do so so folks who have accessibility needs who can come into a physical space or virtual space, and let us know how we're doing. We have a commitment to increase our budget, specifically, so that we've got a category just for antiracist work. And it's a it's a bucket that then allows us to use it where needed in the moment. Somebody just asked the leadership and team members for some reason, I can't see the whole question. Jeannie can you see it? Because

J Jeannie Sheneman 46:01

Yeah it says, Have the leadership and team members completed the cultural bias training or a cultural bias training or multiple ones? And are you committed to reparations? So I have completed anti racist training with which I want to be clear that maybe those are two different things. I haven't done a formal, like cultural bias training. I've done a couple of different anti racist trainings, and committed to ongoing and I some, but not all of our board members have likewise. And I don't want to speak for anyone else on staff, because I know not ever buddy made, makes all of those.

D Daniel Marbury

Yeah, that was part of the trainings that you just mentioned, Brad and I was also supported, through my professional development, inquiry and process to attend to doing our own work. training for white folks that's led by was previously Allies for Change, it's a Michigan, led anti racist organization. It's now one of the trainers as has now adopted that training through her organization, which I'm forgetting the name of the current initiative at this time, but doing our own work for white folks training.

A Amanda Kik 47:25

And I participated in the training that we provided for the board and staff that was led by Lily Wolff and buddy else that she's working with whose name I can't remember. I'm sorry, Elizabeth Wolff. And then we were just talking, Brad and I about doing committing to annual trainings for the staff at minimum at minimum, but staff and board ideally.

J Jeannie Sheneman 48:01

Questions this popped up that relates to this, I want to since we're on the subject, How will the team be affected or perhaps require a shift or change? Should a person of color join

you on staff?



Brad Kik

So there was a previous question about commitment to reparations, it's not a conversation we've had at the institutional level. So it's, it's a good conversation for us to have at the board level. I'm personally committed to truth and reconciliation work into reparations, work of repair. And very interested in the conversation about how that plays out in the dynamics of, of the organization and of our community. Yeah, the the question of personal color joining us on staff, I think we have learning to do and I've done some, some work in anticipating some of the issues that may arise, but we have been a white staff. And we haven't had to deal with the on the ground reality of that. I think the first and most important thing is, is not to make a new staffer become like a spokes spokesperson. But at the same time to learn as much as possible about where those lines of discomfort are, and how we can begin changing organizational culture, from the board, through the staff process, so that somebody feels like this is their organization, no matter who it is



Daniel Marbury

some of the adaptive characteristics that I think we bring to diverse relationships as a staff team, which I've seen reflected in my relationships with these people. Also, I think one thing is acknowledging that intent and impact are often are different. And then to reconcile impact when it causes harm. That's we've had those tough interactions and resolutions of conflict between us and I think that's an important resilience factor, especially when you're working across multiple intersectional identities which are different, and especially when, when we're navigating marginalized identities and past trauma, and things that white dominant culture is responsible for causing as harm. Another thing that has been ingrained in me through various multicultural and antiracism trainings is just to work to make the implicit explicit and I think this is essential in the type of complex systems and community change work that we do so I'm often a squeaky wheel for making what is what I think is implicitly held between us as a value, making that explicit and I think that's really important to do, when folks may not be steeped in the the same like, you know, white, dominant cultural norms that maybe Brad and I might just implicitly share, because of our upbringing. I think it's even more important to just make those things explicit. And like, here's why we're doing it that way, or just calling out like, oops, we did it this way because we're just, it was a habit. So like I said, just making implicit what is often implicit in organizations explicitly stated, I think, helps a lot.



Brad Kik

And, and I realized that we can, we could spend an hour at minimum, exploring this, because these are important issues that we have a lot of learning to do, and a lot of ways to explore what we're doing. Anyway, I'm already starting to do that thing. So I'm gonna, I want to move on, because I know that there are questions, some really concrete questions about the job roles themselves. So yeah, let's let's carry on, we may run over here. And I apologize, folks, if you do need to leave the call, know that you can access a recording of the call later. And also, we'll write these answers out on the website. This is a big question that we're gonna have to give a really short answer to, which is what are three of the largest challenges the organization is facing? So I, we had reflected on this and written some answers down, which makes this a little easier in the moment, but also to try to make this really quick. I think one of the big ones is this question of how we serve our community, how we serve these specific places authentically, and with accountability, incredibly well, and at the same time, expand our work to deliver messaging, network building around the country, if not even further. So this whole communications piece, a big part of it is about us, hugely ramping up the kind of communications we do, getting better at marketing, but also participating in national conversations about what it means to be committed to your place. And we need to make sure that as we do that, we don't let go, we don't become like this entirely abstract organization and let go of our commitment to serving the the folks on the ground here. And then Daniel, you were gonna take that second one.



Daniel Marbury

Yeah, another one that we often wrestle a challenge we wrestle with is sort of the paradox of doing things that are deeply valued in our communities, by our community, but that aren't necessarily valued monetarily, or in other ways that like money and value are translated in sort of our dominant culture norms. An example of this that I'm currently engaged in is we've been stewards of a mobile chicken processing trailer for almost a decade now. But the trailer itself has had an existence for almost 20 years. It's an incubator piece of equipment for people who are interested to become poultry producers. And so if you know something about the way poultry is often produced in our country, it's extremely devalued. And it devalues human and animal lives and lives of the sort of broader ecosystems that it is touches. So we're trying to carve out value for that and preserve value in the knowledge to produce local meat, and to process local meat and the capacity to do that locally. So we're gonna play a place of extreme disadvantage in terms of the market forces. But the cultural forces in the cultural awareness, especially what we saw with the last few years, like pandemic impacts, continue to spotlight this as a as an area where there is value there is resonance, and we'll just continue to hold space for that

work and to carve out program efforts which, which might unite us in some of the solutions.



Brad Kik

We're gonna. As we talked about, folks are specifically interested in the development position, it's been an ongoing issue, right? Like the work that we do is, is to uplift things that have not always been valued. And so it can often be hard to find people to value them by making donations. So our fundraising model is we have a lot more work to do to communicate our message well to those donors, and I put that down as a kind of a third, challenge is the challenge of communication, which is how we communicate the uniqueness and nuance and the complexity of the work that we do, and yet remain accessible to a wide audience have a message that people feel like they can immediately connect to? And along with that, how do we how do we truth tell? How do we how are we clear eyed, and speaking the truth about the systems that are in place that are harming people on the planet, because this is not about whether or not one person recycles. These are about massive, complex systems that need to be held accountable. So how do that and yet also not get pulled into the sharply divided partisan world in a way that alienates a huge segment of our community, we want to remain authentically open to everyone in our community, but not at the price of honesty, or truth telling. So that's an odd, that's an ongoing like that's a true challenge. That's an always an intention that we engage every day specific projects, Amanda, can you give a 30 second listening room overview.



Amanda Kik 57:28

We are now acting as not the owner of the listening room space at Commongrounds, but as the key nonprofit partner, for the whole building. And the result of that is going to be an art infused building that's going to be amazing and super excited about it. And we can write more detail to that hanser on the FAQ on our website.



Brad Kik

Thanks. Yeah, good work, saying there's a question about the Hill House model. We've got a conversation next week that we hope is going to result in a new artist residency partnership. And we're super excited about it. But because we haven't had that meeting, I'm not going to make any announcements yet. That the Hill House model that artists residency is like, right, it's like, this is our heart. Supporting artists with time and space has always been the core of what we do. And it's kind of heartbreaking that we don't get to do it every day. The emergency fund was a nice secondary thing that we know was really

valued. But some model is coming soon. Whether it's this partnership or another partnership, or something eventually at headquarters, we're always keeping our eyes open for ways to bring that back. Along with that folks are asking about the long memory project. Sorry.



Amanda Kik 58:50

Oh, that popped in with a question about the questionnaires that the first round questionnaires for both positions are at the bottom of each job description. The link to that?



Brad Kik

Yep, it's been available. And in the second round will come after the first round is done. Long memory project—short answer is that it was waylaid by the pandemic. And we're in conversation to bring it back. Long memory project, one of our values at crosshatch is that we pay artists, we do not expect artists to show up and do a bunch of work for free. And so these projects can be expensive, because there's a lot of artists to pay. And there's a lot of housing and other especially if we don't have our own space, like if we're if we're renting space. That's that's too much information. But we're moving forward and we're solving these problems and we've got long memory to we think it's going to happen soon. And then we've got a few more lined up behind it. And then there's an interesting question about Have you considered your makerspace campus. So this we use this phrase "Hatchquarters" to talk about the 52 acres, we've got and the development plans for it to include a space for meditation, yoga and wellness. short answers, yes, of course. Just large rooms that are good for social dance, and programming of that kind fits into many of the spaces that we've created. And it's really about finding the folks who are passionate about bringing that forward. Now, we're jumping into hope. I don't feel like I'm rushing too much. But I am aware of the time the jumping into some development specific questions, we have more people with development questions than we do with communication. So I want to jump into that first. Amanda, can you talk about our current donor base? Somebody asked specifically about demographic makeup. But both questions are about development?



Amanda Kik 1:00:46

Yeah. And there's a question that popped up in the q&a that asks of the \$280,000, in contributions for 2020, how many donors including individuals and organizations, foundations will the development position manage? And that one is a little more specific

than I'm prepared to answer here, just because I don't have those numbers in my head. But we can put, we can answer that question in the FAQ on our website, after this meeting, we use Salesforce to manage our donors. We are not masters, but we do the best we can. So if you are a master, that's fantastic. If you're not we can train you up to and are the demographic makeup of our donor base. I'm not totally sure. So that I mean, the donor base is made up of people, mostly from Northwest lower Michigan, but not entirely. There are some businesses that love us come foundations that love us. We have a lot of people who give \$50 or less, we have a few major donors, we can consider a major donor, anyone who's given \$500 or more. Yeah, and I can probably just flesh that out on the FAQ more.



Brad Kik

And then somebody asked a question about the training process for development and special projects director. And what we wanted to put in there is that we had a past staffer who was an exceptional communicator. So so in the past, we had a position that was sort of half development, half communications, so different from what we're doing now. And we hired somebody who had amazing talent for communications, and who had an interest in development. And we knew from the interview process that she could, one one is that she would be good at it because of her project management skills. And two, that she was enthusiastic about it. So because of that we invested in her training, Amanda is it the Indiana School Of Philanthropy, or the Lilly school of philanthropy through Indiana University? So, yes, these these at the time where I'm not sure what they've done to COVID adapt, but at the time, she would leave for long weekends or for a week and do these on the ground trainings. We are willing to do that, again. It's a great school. And we're happy to cover that as a professional development cost for somebody who's super excited about becoming kind of a traditional development person. But of course, we're expecting that that applicant is going to be otherwise exceptional, right? Like you're really going to shine in this first round. And then we're going to talk about that, but it's certainly something we'll keep on the table.



Amanda Kik 1:03:57

And, like probably spend a bunch of time with me. And going over projects and systems and visions and and the individual donors that we have and the currents that we have. And like Brad said, we'll fill in the gaps of what you know less about and we will let you fly on stuff you know more about.



Brad Kik

There's just a quick question about, you know, what we got from MCA? Most recently, and



Amanda Kik 1:04:34

I think we got \$18,000 the last round for organizational capacity. We we scored higher than we ever did this year, which was great.



Brad Kik

It's always we tend to do fairly well but we don't always score real high so we don't always like we tend to get something but not Yeah, never It's quite, quite variable. Yeah. Someone asked, I understand that the development special project structure will spearhead much of the organizational and fundraising work, asking if the director will also have the opportunity to propose and contribute to the creation of projects or programming that align with Crosshatch mission reach, etc. To what degree is this position one of execution versus one that will contribute to create a visioning, planning, etc? And I'll just kind of baseline that question by saying I hope some of that's been answered as we talk about what the office culture is like, and the way that everyone is involved in both strategic planning and visioning and big picture thinking and involves often pulling the tables out of the storage facility and, you know, washing the dishes after a preservation station event, like there's a lot of chief cook and bottle washing going on. But I don't know if Amanda or Daniel, if you want to say more about proposing, again to maybe maybe this has been answered, proposing and contributing is really again, based on this model we have where you're out, and you learn about an opportunity. And you bring it back to us at a tactical meeting, and we talk about it as a group and see what's got momentum and leverage. Which say yes, to all these things.



Amanda Kik 1:06:27

Yeah, I think that can be complex. Like we, we we love good ideas, and a lot of the stuff that we do come from the ideas that like a lot of the programmatic things that we do come from ideas that staff have had before. So love that. And then the things that we need to just make sure that we're kind of staying in the lane that like the development director isn't running programs, because the development director has some development work to do, and making sure that the the projects that we do do fall within our mission and our capacity to carry out and carry forward long term, financial, you know?



Brad Kik

Thanks. And in this question, how do you feel about the director being engaged with other organizations whose missions may overlap with Crosshatch? And I'll say that, like initially, especially thinking about development, my first response is kind of "huh, that's tough", it's tough to do. Tough when you're in a room in a meeting, you meet a funder, and you have to decide which hat you're wearing. That that's a challenge. Any question like this, where it's sort of abstract? I'd say, don't let it keep you from applying. We're happy to talk about the particulars of that. But that that one in particular is kind of hard, hard for a development person to wear the hat of two organizations.



Amanda Kik 1:08:03

So it is it's almost ten after two, and we still have a bunch of questions left. So I'm inclined to say we wrap this up and like maybe a couple super fast ones, and then we'll have to answer the rest of these online.



Brad Kik

Alright, I'm going to, I'm going to spit ball all these? Do we use the actual Antrim county master plan to complete question three, that's up to you. But there's a reason that we named Antrim county when everything else in that was hypothetical, or fictional? What is the CDFI that is referenced in the question? So I don't know if you're asking if we're. If it's a specific CDFI. We're just asking you to use a generic CDFI. And if you don't know what a CDFI is, Google will give that to you really quickly. What if it takes us over 90 minutes and or we come back to it later, we hope it doesn't take you more than 90 minutes that you're happy. As with everything, as you've learned at Crosshatch, do it on your own time, do it in as many pieces as you want. You're going to you're going to do all the work. And then you're going to submit into slideroom, a PDF of your finished finished work. So there was another question What are you looking for in the media phase more clearly, what media example should be uploaded to proceed to final submission section? I'm not exactly sure what that's asking for. If they're talking about the media of the submission itself, which is PDF, or if you're talking about like a communications director asking about working with the media. But there's another question about this sample marketing plan, exact spends on exact media buys, etc, or more general but comprehensive plan. I want to say that more general, but comprehensive is great, but it's also nice to know that like you know the difference between the Record Eagle and the Express and our local Bellaire paper. So I'm not asking you to research the ad buy costs, but to understand the strategy between where you might take out an ad or where you might pursue PR piece or some earned media. So the more specific you are, the better but but you don't have to like break down a budget into specific ad buys and do that research. That's, that's more than when you

need to do Ideal timeline for the maker space campus, we'd like to have it completely implemented by 2010. Short of that we're working on when it's we say it's more of a money line than a timeline, it's really been about raising the initial funds. But this position is actually the sign that we've been able to raise some initial funds to get started. But the entire campus opened the public with programs running, a lot of things have to happen. And you're gonna help us make them happen.



Amanda Kik 1:10:56

Quick, hands on our board is. The board is a governance board. They are very engaged. They do not micromanage. They're pretty great.



Brad Kik

Yep, they we have got committees, but it's not like they're it's not like a working board in in the sense that they are like staff. Current reach for communications directives, what is their current reach, it's not nearly far enough. Communications is something that we're okay at. But we just don't have the capacity for it. And I'm really slow, as we've said before, at getting communications out. So we need to drastically expand the reach, I hope, hope as you're thinking about this position, and what you know, of Crosshatch communications, as you'll see an exponential growth in our ability to communicate across many platforms, and in many different ways. What sort of training do you envision for this role, largely for the communications director, that training is going to be technology specific. We expect that you're coming in with a real gift for writing and also a gift for strategy marketing strategy. And if you need specific training beyond that, that we assume you're ready to do the work, but that there's always professional development funds for further training. And then there's some there's a question about the "chicken coupe", I think we'll skip that one. Sorry about that. I think that's what we got. That's all I got on my list. Thank you, everyone.



Amanda Kik 1:12:34

Thank you,



Brad Kik

If we missed something,



Amanda Kik 1:12:35

We look forward to seeing your applications come through and read which got.



Brad Kik

And again, just want to underline this part about the application process. If your question was not answered, don't reach out to us directly. We want to keep this application process blind. So we will leave the form open. So you can still use the form to ask questions. And we will still post those questions back onto our website as we receive them give or take, you know, 24 hours. But if you reach out directly, then we know who you are, and it complicates the whole blind process. Thank you. This is our first time doing this. I hope it works really well for you. We'd love to hear feedback, when this is all over about how it went. Thanks. Take care.