

**PRESERVATION OF ORGANIZATIONAL KNOWLEDGE
WITHIN A VOLUNTEER ORGANIZATION:
A CONTEXTUAL EXPLANATION AND
PRACTICAL EXAMPLE**

**CAPSTONE PROJECT
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This capstone project relates to the preservation of organizational knowledge within a volunteer organization, specifically, SpiralHeart, Inc., a WitchCamp community in the Reclaiming Tradition of Witchcraft. The project was originally intended as an “applied” capstone rather than as a more formal “thesis” capstone; however, comments made by Dr. Robert Price on the applicability of some of the themes in the applied project to organizations with which he has been involved, combined with comments by Dr. Laurence Lyons Murphy on the importance of generally-applicable knowledge, caused a slight repurposing of the project. I present this capstone project as a project which has elements both of an “applied” capstone and of a “thesis” capstone. In order to present the “thesis”-type work without disturbing the “applied” work, this capstone is presented in three major parts:

- this contextual piece, which explains the nature of the organization to which the knowledge is applied, as well as the applicability of the MAPS program to the applied work;
- the applied work itself, a Media Guide for SpiralHeart, Inc.; and
- an adaptation and commentary document, explaining certain jargon used within SpiralHeart to a more general audience, as well as expanding on certain topics which, while already existing in SpiralHeart, may be matters of pending concern for other organizations. As the adaptation and commentary document is, in and of itself, intended as a practical guidebook, I have not formatted it in APA-style but rather have used solely in-line referencing when such was required.

SpiralHeart is a 501(c)(3) religious educational organization, which offers both local classes and a yearly week-long retreat commonly referred to as “WitchCamp.” This retreat commonly attracts between eighty and one hundred thirty campers. SpiralHeart is a volunteer organization, relying on the often limited time of its volunteers; preservation of institutional knowledge does not tend to be a priority within that limited time. As a

result, tasks requiring the use of specialized information must often be researched *de novo* by each successive individual taking up a task.

The year that I began my studies in the MAPS program was a time of change in my life, a time when it seemed appropriate to seek new sources of beliefs and insights. In March of 2000, I attended a lecture and ritual by Starhawk (one of the co-founders of the Reclaiming Tradition of Witchcraft and a leader in the eco-feminist movement) which was held at Pebble Hill Church, Doylestown, PA; in May of 2000, I began my studies in the MAPS program; and in October of 2000, I enrolled in a year-long course of massage-therapy training. These were all major changes from my life up to that point: although I had already left the religion I had been raised in (Roman Catholicism) and taken up the practice of Witchcraft, I practiced solely as a “solitary” rather than with a group; the more logical Master’s program for me to have pursued at Thomas Edison State College would have been the Management degree; and my tendency of shyness (which is not reflected in online interaction) militated against the idea of the study of massage. (I had had some basic grounding in the underlying philosophy of the MAPS program thanks to an excellent undergraduate course at Rutgers University, “Politics and the University,” in which Professor Roy Licklider covered the Liberal Arts curricular ideas advanced by the late Dr. Eliot of Harvard University and their subsequent development in the American collegiate community.)

These three happenings, followed by my first attendance of a Reclaiming WitchCamp in August of 2001, combined in a way to remove certain barriers to thought which were, largely, created by encounters with people who – from my current point of view – seemed to equate rudeness with self-assertion. One important change was in my

understanding of the term *feminist*. My encounters during my undergraduate education at Rutgers University with women who became upset with me for holding a door open and citing their feminism as a reason that I should not hold doors for people had given me an experiential view of feminism which, as it appears to me now, was false-to-fact.

Starhawk's lecture, combined with coursework in the Sense of Community courses, changed my view so that I was only slightly terrified at the idea of attending a camp run by militant feminists.

The ongoing application of phenomenology in several of the MAPS-specific courses also heavily influenced this capstone project. One important, but paradoxically inexpressible, concept in several religions is the concept of "mystery." "Mystery," in this context, does not mean so much something hidden, as in a mystery novel, but rather is a referent for belief structures in a religion which may seem illogical even within the faith guides of that religion. Phenomenology, as I have experienced the study of it within the MAPS program, seems sometimes to be nothing so much as to pursue an ever-forking idea which, for all practical purposes, goes nowhere of import; yet the journey itself becomes of import. This concept is helpful in relating the mystic nature of religion to the more concrete tasks of relating to the world at large.

Although I was originally disappointed that several of the planned MAPS courses had never been developed, and that as a result I and the rest of my cohort had to take courses actually designed for the Management program, these courses provided some interesting insights. Looking at the way that knowledge and work product is viewed by management helps to shape the professional production in ways that managers may not be able to describe because they lack the philosophical and/or technical underpinnings to

actually ask for what they really want. The study of Peter Senge's philosophy of the "learning organization" in one of the management courses was particularly interesting; if the MAPS/MALS program is ever completely divorced from the management program, I highly recommend that the MAPS/MALS program include a course developed around his idea of the "Fifth Discipline."

While taking the course "Liberal Arts and the Professional," I personally defined a "professional" as a person who does an assignment where the person who needs the task done is unqualified to judge the ongoing work of the task, and may even be unqualified to judge the outcome. The professional – in whatever field – is ethically obligated to complete the task even though no outside force may exist to judge the task, as would be the case in more traditional non-professional assignments. This is especially complicated by the limited time that volunteers in SpiralHeart and other WitchCamp groups have available for accomplishing necessary tasks; the community is often used to other organizations where the people performing tasks have the necessary knowledge to hand, but the people who volunteer to perform the tasks may not have enough of that knowledge to perform as well as either they or the community would like. The preservation of institutional knowledge seems to be logical, yet difficult to start due to the time limitations of individual volunteers.

To facilitate the preservation of institutional knowledge which will increase the chances of future self-empowerment by community volunteers, I have created a guide for media services within a WitchCamp community. In the three-year period in which I held the role of Chair of the Media Cell (and ex-officio member of the Board of Directors, as per SpiralHeart's incorporation papers), much of what I have done has required extensive

research. In addition to laying the foundation for a continually changing description of how Media Services are carried out in my WitchCamp community, the guide will also be made available to organizers of other Reclaiming WitchCamps. This may, in turn, create a continual flow of this type of information among camps; as Peter Senge (2004) writes,

in any social setting, enhancing coordination capability enhances knowledge. Enhancing shared understanding and shared meaning enhances coordination capability. Enhancing genuine communication enhances shared understanding. And, enabling connections enhances communication—and thereby knowledge. *Ergo*, the network is the knowledge.

To understand the specific choice of language used in the guide, it is important to have a basic introduction to the concepts of neo-Paganism, Witchcraft, and specifically the Reclaiming Tradition of Witchcraft and SpiralHeart's role as a separate but included organizational entity of that Tradition.

Neo-Paganism, usually referred to in general speech as simply Paganism, covers a broad variety of belief structures. In my observation, the terms “neo-Pagan” and “Pagan” are generally used interchangeably in the United States to refer to practitioners of a religion which neither worships the god of Abraham nor is a major, accepted Asian-based religion such as Hinduism, Buddhism, Taoism, or Confucianism. (At the other extreme of the use of the word “Pagan,” I have, during the time I was a practicing Roman Catholic, heard the word used by practitioners of some Christian Protestant sects to refer to all persons outside of their particular sect of Christianity.) In other words, neo-Paganism is often used as a term describing what a particular religious movement is not rather than what it is – in part because it is still a newly re-evolving subset of religion.

What, then, *is* neo-Paganism? According to Carol Barner-Barry (2005, pp. 31 - 33) of the University of Maryland, some of the generally – albeit not universally - shared beliefs are an idea that a Goddess is primary to what is considered sacred; that that Goddess is either related to or identified with the Earth; and that the practice of religion is properly focused on the natural world. She stresses, however, that neo-Paganism is usually not monotheistic, and sometimes deals with beings that are of male gender, female gender, or not even anthropomorphic despite her citation of a general belief by many neo-Pagan individuals and groups in one or more Goddesses as a primary focus:

...most contemporary Pagans work with a number of sacred, spiritual beings, including a corresponding God or any one of a variety of more specific ancient pagan gods and goddesses derived from a host of traditions. Some also work with ‘spirits of the land’, faeries, and other types of spiritual beings.

Within neo-Paganism there are many types of groups, comparable to generalized sects (Baptist, Methodist, etc.) of Christianity. The Asatru, for example, are attempting to revitalize the older Norse religion and tend to confine their worship to deities specific to the Norse pantheon such as Odin, Freya, Thor, Frigga, and so forth. There are several movements to revive Druidism as practiced in pre-Christian Britain. The group that this paper addresses practices a form of Witchcraft, generally accepted to have been revived by Gerald Gardner in the 1950’s; Gardner claimed that the practices of Witchcraft were given to him by some “hereditary” Witches who managed to keep practicing Witchcraft despite the harsh British laws against it. The generally core tenets of Witchcraft involve a God who “is the consort of the Goddess and represents the masculine principle within the deity. He is associated with the sun...is ritually reborn every Yule (winter solstice),

couples with the Goddess at Beltane (May 1)...and dies to be reborn...” (Barner-Barry, 2005, pp. 36-38)

A further step into the structure of neo-Paganism within Witchcraft is the notion of “Traditions,” which are like “denominations” (e.g., Lutheran-Missouri Synod, Byzantine Catholicism, Russian Orthodoxy) within Christianity. The Tradition that most keeps to the teachings of Gerald Gardner, for example, is referred to as the Gardnerian Tradition. Many Traditions of Witchcraft require a formal initiation to be conducted by human beings; the Reclaiming Tradition, however, which is the focus of this paper, does not require such a human-mediated external initiation.

The Reclaiming Tradition is a type of Witchcraft which embodies “a combination of esoteric training borrowed from hierarchical Witchcraft and in particular Feri from Victor and Cora Anderson, Dianic Wicca ... Witchcraft and Goddess religions from other sources, various elements from other nature venerating traditions around the world, environmentalism, experimental psychology, anti-racism, feminism, and intuitions” of people who practice in the tradition (Detrixhe, 2005). To my observation, Reclaiming has four discernable subcultures; any given individual may be found in one or more of the subcultures, but there are distinct differences in each subculture. These subcultures are as follows: local community groups, which tend to be unincorporated entities which have as a primary purpose the creation of local congregations to celebrate the Sabbats and other important days; street activists, who tend to be loosely connected but who link up from many areas to protest various political, social, and economic laws or conditions which are perceived as anti-environment, racist, or anti-feminist; Witch Camps, whose organizing groups concentrate on creating yearly gatherings lasting from four to seven

days, and at which an intensive focus on training in the Reclaiming tradition takes place; and the solitaires, about whom not much is known because the focus of their practice is in solitary instead of in community.

What these different subcultures share is the basic philosophy embodied in Reclaiming's Principles of Unity (Reclaiming Tradition of Witchcraft, 2001), which is contained in the guide. These Principles state in part: "We strive to teach and practice in ways that foster personal and collective empowerment, to model shared power and to open leadership roles to all." In my observation in my three year term as the SpiralHeart Media Cell Chair, both in face-to-face and email exchanges, this statement – though a very positive statement – has a major negative effect: it evokes an operative fear of anything in the Tradition which even implies the notion of power-over or directives. For this reason, the Guide had to be written to stress that it is "descriptive, not prescriptive," as Oxford University Press (2006) holds as its intent for the Oxford English Dictionary. Care had to be taken to format the Guide as a record of experience and suggestions, rather than as an academic instruction of the way things *ought* to be done.

The Reclaiming WitchCamp subculture, in which this guide has been developed, extends throughout the United States, Canada, and Western Europe. The Reclaiming Tradition's witchcamp.org site, mentioned in the guide, currently indicates sixteen WitchCamps per year, organized by differing groups sharing in the Reclaiming Tradition. (WitchCamps, n.d.) A WitchCamp is, essentially, a religious retreat of a neo-Pagan nature; it involves ritual, meditation, and the availability of classes (some specific to the Reclaiming Tradition, others of a more general neo-Pagan nature). It may incorporate themes and deities from non-Abrahamic religions such as Krishna or Amaterasu, and

even Catholic saints whose origin lies within pre-Christian Pagan practices and were subsumed into Catholicism. For example, the 2006 SpiralHeart WitchCamp invoked an Aztec Goddess, Tonatzin, both under her Aztec name and under the name given to her by the Catholic Church, Guadalupe. Some of the tools used for ritual and teaching are arts and crafts, music, singing, and drumming.

The social responsibility of technologists is also something that is of importance, although not as explicitly as I would like, within the Reclaiming Tradition. The political and social power of persons who control the means of political and religious propaganda – especially when there is an implied or explicit agenda – is an often-ignored power. The importance of a moral compass - of some sort - for technologists was pointed out in a 1944 article published by The Observer of London (as cited in Speer, 1969/1971), referring to Hitler's minister of armaments, Albert Speer:

Speer is, in a sense, more important for Germany today than Hitler, Himmler, Goering, Goebbels. or the generals. They all have, in a way, become the mere auxiliaries of the man who actually directs the giant power machine--charged with drawing from it the maximum effort under maximum strain. . . . In him is the very epitome of the 'managerial revolution.'

Speer is not one of the flamboyant and picturesque Nazis. Whether he has any other than conventional political opinions at all is unknown. He might have joined any other political party which gave him a job and a career. He is very much the successful average man, well dressed, civil, noncorrupt, very middle-class in his style of life, with a wife and six children. Much less than any of the other German leaders does he stand for anything particularly German or particularly Nazi. He rather symbolizes a type which is becoming increasingly important in all belligerent countries: the pure technician, the classless bright young man without background, with no other original aim than to make his way in the world and no other means than his technical and managerial ability. It is the lack of

psychological and spiritual ballast, and the ease with which he handles the terrifying technical and organizational machinery of our age, which makes this slight type go extremely far nowadays. . . . This is their age; the Hitlers and Himmlers we may get rid of, but the Speers, whatever happens to this particular special man, will long be with us.

Although many technologists I have encountered on the Internet have strong moral views on matters that directly impinge upon them, such as freedom of speech and of the press, on other matters there is often a silence, or even suggestions that discussions of such topics are not appropriate within a technical space. The free-wheeling nature of some groups is sometimes off-putting to such people; formal documentation of procedures – which are important in their own way for the preservation of knowledge – may also provide a way for such people to relate to organizations providing the “psychological and spiritual ballast” to which the above excerpt refers.

SpiralHeart is both one of the groups (comparable within Christianity to a parish or congregation) which organizes a Reclaiming WitchCamp, and is the name of the WitchCamp it organizes. The organizational operations of SpiralHeart are vested in three cells and a Treasurer. The three cells are:

- Camp Operations, which conducts the business transactions necessary to rent a campsite for the week of camp, arranges for the hiring of teachers for the camp, registers people for camp and collects fees from them, and runs the camp;
- Anchor, which handles the general planning meetings (typically four) throughout the year, coordinating the agenda, facilitating the meetings themselves, and taking the minutes of the meetings; and

- Media, which handles advertising, a quarterly newsletter, mailing of the registration form, maintaining the contact database, facilitating and moderating the email discussion lists, maintaining the website, and creating the yearly camp instruction booklet.

To facilitate the notion of making the Guide a living and non-prescriptive document, I have adopted a format which will enhance the notion that it is one person's experience, which is suggested but not required for use; and further, that successors (or other communities, if they adapt it) can readily note the source of alternative suggestions. In the Tradition, I have a "magickal name" of "steward"; thus, suggestions relating to my personal experience are often prefaced with "steward says."

One final note is required on one particular belief structure in order to explain a metaphor used in the foreword to the Media Guide, and that is an explanation of the concept of "between the worlds." In the Reclaiming Tradition, as well as many other subgroups of neo-Paganism, there is a belief that the creation of sacred space for the holding of a ritual literally places that sacred space as a gateway between two or more planes of existence. The standard circle-casting (a process which sanctifies an area on a temporary basis for the conduct of a ritual) which I learned at SpiralHeart WitchCamp 2001 concludes with the phrase: "The circle is cast. We are between the worlds. And what happens between the worlds affects all the worlds." Ritual in the Reclaiming Tradition is conducted in a way that allows for the interaction of the deities, faeries, and so on referred to by Barner-Barry (2005, p. 32) with humans without either leaving their

home ground unless desired; it is a meeting place which has been created and can be voluntarily entered into.

Similarly, there is often a vast disconnect between the spiritual practices of a religion and the dealings that it must have operationally with other persons in order to conduct its business practices, often with people who neither know nor care about the religious beliefs of the people or the organization. The organizers, and especially the Media Chair – who, in my experience, often winds up as the effective ‘voice’ of a camp community for 51 weeks of the year – must be able to navigate not just between the realms of normal experience and faerie, but between the realms of spiritual practice and business practice while still holding on to that spiritual practice which necessitates the business practice. Thus, I have extended the “between the worlds” metaphor to the notion of “among the worlds,” to emphasize this often peculiar process. This is also addressed in a practical manner in the adaptation and commentary document.

The foregoing should serve as an introduction to the belief structure and language patterns which underlie the SpiralHeart Media Practices Guide, as well as to the influences of various MAPS courses into the production of the Guide. As the Guide largely addresses the business world with which the Media Cell must interact, it should be largely understandable by the average reader; but this introduction will, I hope, cover some of the language and ideas peculiar to the Guide, as well as explain why a Guide is needed in the first place.

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MEDIA CELL PRACTICES GUIDE

**VERSION 1.0
MABON, 2006**

*Creating Our Future ♦ Embracing Our Past
Celebrating Our Spirit ♦ Restoring Our World
SpiralHeart is a 501(c)(3) Non-Profit Educational Organization*

A note on style of the guide:

This manual was originally published to SpiralHeart by steward around Mabon, 2006. For ease in change tracking as well as in asking for clarifications, it is suggested that changes be clearly marked with the name or magical name of the person changing the item. This style was completely established in the first version of the guide for clarity's sake; instead of the impersonal "I suggest" or the passive "It is suggested", suggested courses of action – other than this one - in the first version are plainly marked "steward suggests".

Also, for clarity in following along movements on webpages, text in this manual is on the odd-numbered (right-side) pages only, while illustrations, if required, are on the even-numbered (left-side) pages. An exception is section 9b, where a flow-through process is illustrated with screenshots on both sides of the booklet.

Table of Contents

Section Number	Subject
1	Letterhead and public interactions
2	Direct Mail – Introduction
2a	Direct Mail – Establishing a permit
2b	Direct Mail – Designing, preparing, and sending the mail
3	Dealing with restrictions imposed by our tax-exempt status under 26 USC 501(c)(3)
4	Direct Advertising
4a	Newsletter preparation and mailing
5	Formal Advertising
6	Shared Advertising
7a	Maintaining the website: webpages
7b	Maintaining the website: email forwarding and email boxes
8	Setting up a new website host
9a	Maintaining email lists
9b	Setting up email lists
10	General notes on artwork
11	SpiralBound
12	Cell Interactions
13	Outside duties
14a	Budgeting
14b	Calculating printing costs

Reclaiming's Principles of Unity

"My law is love unto all beings..." The Charge of the Goddess

The values of the Reclaiming tradition stem from our understanding that the earth is alive and all of life is sacred and interconnected. We see the Goddess as immanent in the earth's cycles of birth, growth, death, decay and regeneration. Our practice arises from a deep, spiritual commitment to the earth, to healing and to the linking of magic with political action.

Each of us embodies the divine. Our ultimate spiritual authority is within, and we need no other person to interpret the sacred to us. We foster the questioning attitude, and honor intellectual, spiritual and creative freedom.

We are an evolving, dynamic tradition and proudly call ourselves Witches. Honoring both Goddess and God, we work with female and male images of divinity, always remembering that their essence is a mystery which goes beyond form. Our community rituals are participatory and ecstatic, celebrating the cycles of the seasons and our lives, and raising energy for personal, collective and earth healing.

We know that everyone can do the life-changing, world-renewing work of magic, the art of changing consciousness at will. We strive to teach and practice in ways that foster personal and collective empowerment, to model shared power and to open leadership roles to all. We make decisions by consensus, and balance individual autonomy with social responsibility.

Our tradition honors the wild, and calls for service to the earth and the community. We value peace and practice non-violence, in keeping with the Rede, "Harm none, and do what you will." We work for all forms of justice: environmental, social, political, racial, gender and economic. Our feminism includes a radical analysis of power, seeing all systems of oppression as interrelated, rooted in structures of domination and control.

We welcome all genders, all races, all ages and sexual orientations and all those differences of life situation, background, and ability that increase our diversity. We strive to make our public rituals and events accessible and safe. We try to balance the need to be justly compensated for our labor with our commitment to make our work available to people of all economic levels.

All living beings are worthy of respect. All are supported by the sacred elements of air, fire, water and earth. We work to create and sustain communities and cultures that embody our values, that can help to heal the wounds of the earth and her peoples, and that can sustain us and nurture future generations.

FOREWORD

steward says: The Media Cell of SpiralHeart performs numerous tasks, which need to be done on a rolling basis throughout the year. Many of these tasks require specialized knowledge. If the Chair is lucky, various people throughout the Cell will, together, possess all the base knowledge needed. However, that cannot be assumed to be the case.

This manual has been put together to help future Media Cell chairs to access the various information needed to perform the tasks that were done by the Media Cell during the period of steward's chairpersonship. Many of these tasks may also be done by other WitchCamps, although the assignment of duties may be done in a different form. The manual is intended to be descriptive – that is, describing how tasks have been performed – rather than prescriptive. It is intended as an aid, not as any sort of rule; it is being supplied by one person (or, if maintained, on an ad-hoc basis by several people) – it has not been consensed upon by persons having the authority to declare a rule.

WitchCamp organizers often find themselves, not just “between the worlds”, but rather “among the worlds”. The organizers, especially the Cell Chairs, form both a bridge and a shield between the legalistic forms of modern society, and the more mystical concentration of those who are not currently performing an organizing task. In addition, the organizers, as members of the community, are also involved both in the practical aspects of dealing with internal community matters, as well as fostering their own individual spiritual and/or mystical growth.

Media Cell members actively working on tasks that may take several weeks – and the Media Cell chair, in coordinating this on a day-to-day basis all year long – find themselves among the worlds on a very intense basis. It is important to be able to pull back occasionally and ensure that the spiritual is not neglected; if one does not, it can result in some disconnects between what seems “practical” versus what would otherwise be done.

As in any group that is filled with active, opinionated people, no matter what the Media Cell Chair does, there will be people who disagree with what was done. It can be difficult not to take it personally. The only thing steward can suggest is to meditate on it, and to try to separate the constructive criticism from what feels like a personal attack. Don't hesitate to take questions to the other Cell Chairs; just as you need to function within the Cell as a team, so you also need to function with the other Cell Chairs as a team.

Finally, a note on the two things that steward has found most helpful in dealing with the outside world: a professional-looking website and photo ID cards. Hey, you're the Media Cell Chair, you can make yourself an ID card! The props of the business world are every bit as important in that world as the symbolism of a ritual in the Craft.



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Section 1: Letterhead and Public Interactions

steward says: The business world has its own standards of communication; conforming to these standards, insofar as it does not violate our basic philosophies, can be of great assistance in establishing a professional relationship with businesses such as magazine and newspaper companies. One facet of these standards is using a letterhead instead of an unadorned, plain-sheet, business letter. A letterhead incorporating the camp logo catches the eye of the person with whom you're trying to communicate; a tag line as a footer may also help communicate our values in the hopes of eliciting a more positive reaction as well. On the page opposite is a picture of the current letterhead as of this writing for the Media Cell chair. (Versions have also been created as necessary for other cells, when requested.) Note the use of color; not an array of different colors which would tend to draw attention away from the gist of the letter, but a simple darker purple for the SpiralHeart logo at the left top of the paper, and a slightly lighter purple for the tag line.

At the upper right of the sheet is the *legal name* of the Cell Chair. When dealing with strictly Pagan-oriented interests, a Magickal name might be acceptable; but businesses like to deal with what is more readily understandable – a first name and a surname. The less complication, the easier the transaction. Following the name is the business-oriented title: “Director for Media Services”. It is truthful, in that the Media Cell Chair is a Director by virtue of being the Media Cell Chair; it is expedient, in that “Cell” brings to mind anarchist and/or communistic terminology, which can be off-putting to capitalist-based businesses.

The address on the example is the PO Box used by SpiralHeart. In some cases – especially when the Chair lives far away from the PO Box – it may be better, when time is of the essence, to use one's own personal mailing address. This also may depend on personal comfort level about giving out one's personal mailing address. (Keep in mind that the Commonwealth of Virginia already has the address of the Cell Chair – as a Director – on file as public record.) *steward* has used each address, depending on the situation.

Finally, the methods of contact should be included. These may include the phone number (again, it is your decision whether to use the SpiralHeart answering machine number or your own personal phone number), a FAX number if available (in this case, since SpiralHeart has no FAX number, it is my personal FAX number), and an email address (using the role-based media@spiralheart.org address ensures that, if a long-standing relationship is established, emails will go to the correct *person* once you've passed the role to another).

One quick note on the FAX number: as of this writing, eFax.com still provides a no-frills free incoming FAX number. Faxes are directed to an email address supplied by the user. If SpiralHeart becomes more dependent on incoming faxes, or if a future chair is uncomfortable with supplying hir own FAX number for use, it may be a good idea to acquire a free incoming FAX number for SpiralHeart. This may already be available through the provider of SpiralHeart's phone service. If it is not, there are companies that offer phone answering service and fax-to-email forwarding gateways at the same number for as little as \$5.00 / month.

Section 2: Direct Mail - Introduction

steward says: For mass-mailings of over two hundred pieces (such as the registration form and newsletters), a non-profit bulk mail permit provides significant financial advantages. As of the current writing, first-class mail costs 39 cents for the first ounce, and 24 cents for each additional ounce. As newsletters often weigh between one and two ounces, postage costs for a newsletter sent first-class are usually 63 cents per piece (at the current mailing list size of 460, approximately \$290 in postage).

The non-profit bulk mail permit postage costs just 17 cents per piece, for up to 3.3 ounces. For a list size of 460, this is only \$78 in postage, a savings of \$212! There are, however, upfront costs involved; for this reason, if the only mailing of 200 pieces and above is the registration mailing, it may be better not to bother with a non-profit bulk mailing permit.

Section 2a: Direct Mail – Establishing a Permit

steward says: There are two steps to establish the type of permit which SpiralHeart needs:

1. Establish a bulk-mail permit; and
2. Get a non-profit status approval for the permit.

As *steward* discovered when working through this process, these steps *cannot* be done at the same time. The permit **must** be established first, at the post office to be used for bulk mailings, and then an application may be made for non-profit mailing status. For this reason, when moving between offices for mailing, it is imperative that the application process be started as soon as reasonably possible.

The permit is tied to a specific office; the non-profit status is tied to the permit. There is an application fee (\$160.00 as of 9/1/2006) attached to initially obtaining the bulk mail permit, and an additional, yearly fee (an additional \$160.00 as of 9/1/2006) attached. *steward therefore strongly suggests* that due consideration be put into the most convenient post office for the purpose of submitting bulk emails. One idea is to check with a couple of post offices in the area to see the procedures. Ask questions, even if you know the answers; a helpful postal employee handling bulk mailings is much easier to deal with than someone who simply does what the mailing manual requires.

The technical term the post office uses for the type of bulk mail which SpiralHeart uses is “Standard Mail”. A basic introduction to Standard Mail is on the web at

<http://www.usps.com/businessmail101/classes/standard.htm>

The Bulk Mail representative at your selected Post Office will supply you with the necessary forms and walk you through the process. In order to mark the mail properly for the NONPROFIT ORG rate, you will need to apply to use preprinted indicia (allowing you to print the postage right on the envelope from your laser printer without any special online connection to the post office).

Once the Standard Mail permit has been obtained, the next step is to obtain non-profit mailing status. Detailed instruction manuals are available for downloading from the web at

<http://www.usps.com/businessmail101/rates/nonprofit.htm>

Both Publication 417 and Quick Service Guide 703 should be read thoroughly. The Post Office generally wants samples of what types of mailings are done, and what the organization does. Based on prior experience, *steward suggests* the inclusion of the minutes from one or two of the organizing meetings, along with copies of one or two newsletters. There is no fee to apply for nonprofit eligibility; however, form PS-3624, as provided in Publication 417, must be completed and filed with the Post Office for processing (which may take several weeks, especially – as *steward discovered* – if you don't send them enough enclosures so that they understand that SpiralHeart is legitimate). The IRS certification, while required, is not sufficient, and although the bylaws from the Virginia Secretary of State are a good idea as one enclosure, the above suggested enclosures should speed approval.

United States Postal Service
Postage Statement — Nonprofit Standard Mail
Easy - Nonautomation Letters or Flats

Post Office: Note Mail Arrival Date & Time

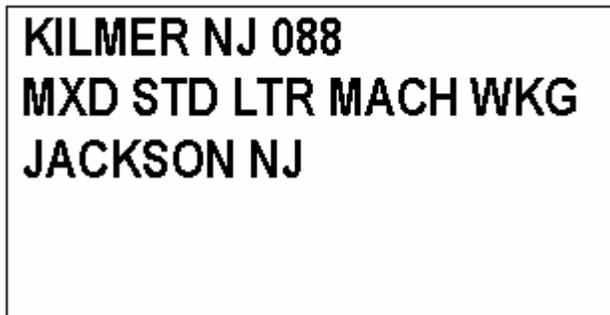
This form may be used only for a single nonautomation rate mailing of identical-weight pieces up to 3.3 ounces. Use PS Form 3602-N for all other nonprofit Standard Mail mailings. Checklists and other tools for mailers are available on the Postal Explorer website at pe.usps.com.

Mailer	Permit Holder's Name and Address, and Email Address, If Any	Telephone 732-961-1881	Post Office of Mailing Jackson, NJ	Permit No. 131	Weight of a Single Piece 0 0 7 6 3 pound
	SpiralHeart, Inc. PO Box 1773 Wheaton, MD 20915-1773 email: media@spiralheart.org		Type of Postage <input checked="" type="checkbox"/> Permit Imprint <input type="checkbox"/> Precanceled Stamps <input type="checkbox"/> Metered	Statement Seq. No.	If Sacked, Based on <input type="checkbox"/> 125 pieces <input type="checkbox"/> 15 pounds
			Mailing Date 6/7/2006	Fed. Agency Code	No. & Type of Containers 3 trays
	USPS Nonprofit Authorization No. _____		Processing Category <input checked="" type="checkbox"/> Letters <input type="checkbox"/> Flats		Total Pieces 434

Part B Presorted Letters and Flats — 3.3 oz. (0.2063 lb.) or Less					Part E Presorted Nonmachinable Letters — 3.3 oz. (0.2063 lb.) or Less				
Entry Discount	Rate Category	Rate	Number of Pieces	Total	Entry Discount	Rate Category	Rate	Number of Pieces	Total
None	B1 3/5 Letter	.158 x	_____ pcs.	= \$ _____	None	E1 3/5 Letter	.179 x	_____ pcs.	= \$ _____
	B2 Basic Letter	.170 x	434 pcs.	= \$ 73.78 .17		E2 Basic Letter	.191 x	_____ pcs.	= \$ _____
	B3 3/5 Flat	.189 x	_____ pcs.	= \$ _____		DBMC E3 3/5 Letter	.157 x	_____ pcs.	= \$ _____
	B4 Basic Flat	.237 x	_____ pcs.	= \$ _____		E4 Basic Letter	.169 x	_____ pcs.	= \$ _____
	DBMC B5 3/5 Letter	.136 x	_____ pcs.	= \$ _____		DSCF E5 3/5 Letter	.152 x	_____ pcs.	= \$ _____
	B6 Basic Letter	.148 x	_____ pcs.	= \$ _____		E6 Basic Letter	.164 x	_____ pcs.	= \$ _____
	B7 3/5 Flat	.167 x	_____ pcs.	= \$ _____					
	B8 Basic Flat	.215 x	_____ pcs.	= \$ _____					
	DSCF B9 3/5 Letter	.131 x	_____ pcs.	= \$ _____					
	B10 Basic Letter	.143 x	_____ pcs.	= \$ _____					
	B11 3/5 Flat	.162 x	_____ pcs.	= \$ _____					
	B12 Basic Flat	.210 x	_____ pcs.	= \$ _____					
Rate at Which Postage Affixed (Check one) (DMM 244, 344)									
<input type="checkbox"/> Correct					<input type="checkbox"/> Lowest				
<input type="checkbox"/> Neither					_____ pcs. x \$ _____ =				
Postage Affixed									
Part B Subtotal					73.78				
Part E Subtotal									
Total Postage (add parts totals)					73.78				
Net Postage Due (Subtract postage affixed from total postage)									

For USPS Use Only: Additional Postage Payment (State reason)		
For postage affixed add additional payment to net postage due; for permit imprint add additional payment to total postage.		Total Adjusted Postage Affixed
Postmaster: Report Total Postage in AIC 125 (Permit imprint only).		Total Adjusted Postage Permit Imprint
<p>The mailer's signature certifies that: (1) the mailing complies with DMM 703; (2) the income derived from the sale of any products or services advertised in the mailing is not subject to the Unrelated Business Income Tax (UBIT) and any products and services advertised are substantially related to the nonprofit organization's authorized purpose within the meaning of 39 U.S.C. 3626(j)(1)(d)(ii)(I) and 26 U.S.C. 513(A); (3) the mailing if made by a voting registration official is required or authorized under the National Voter Registration Act of 1993; and (4) it will agree to pay, subject to appeal, any revenue deficiencies assessed on this mailing. If an agent signs this form, the agent certifies that he or she is authorized to sign on behalf of the mailer, and that the mailer is bound by the certification and agrees to pay any deficiencies. In addition, agents may be liable for any deficiencies resulting from matters within their responsibility, knowledge, or control. The mailer hereby certifies that all information furnished on this form is accurate, truthful and complete; that the mail and supporting documentation comply with all postal standards and that the mailing qualifies for the rate and fees claimed; and that the mailing does not contain any matter prohibited by law or postal regulation. I understand that anyone that furnishes false or misleading information on this form or who omits information requested on this form may be subject to criminal and/or civil penalties, including fines and imprisonment.</p>		
Privacy Notice: For information regarding our Privacy Policy visit www.usps.com .		
Signature of Mailer or Agent	Printed Name of Mailer or Agent Signing Form	Telephone
	John J. Deltuvia, Jr.	732-961-1881
Weight of a Single Piece		Are postage figures at left adjusted from mailer's entries? If yes, reason: <input type="checkbox"/> Yes <input type="checkbox"/> No

Sample Tray Label from Jackson, NJ:



Section 2b: Direct Mail – Designing, preparing, and sending the mail

The USPS Quick Service Guide 630, available at

<http://pe.usps.gov/cpim/ftp/manuals/qsg300/q630.pdf>

should be reviewed for preparing the mailing proper. Although the letters must be sorted by Zip, SpiralHeart does not have enough letters in any one “AADC” to qualify for that special rate. Accordingly, the letters can simply be placed in order by Zip in a series of mailing trays obtainable for free from the Post Office.

You must also prepare form PS 3602-NZ for submission with the mailing, a sample of which is on the page facing. Tray labels are also required for each mailing tray; as these are specific to the local postal facility being used, you should ask your local Bulk Mail coordinator what to put on the tray labels. A sample tray label as used from Jackson, NJ is on the page facing.

In steward’s experience, the post office generally does not care what return address is used, but check with your local bulk mail coordinator. If you feel comfortable with people having your return address, it would be more convenient to use your own. Alternatively, you could use the SpiralHeart post office box return address.

When using bulk mail, undeliverable pieces are normally disposed of by the Postal Service. You can obtain change-of-address information, as well as forwarding, by using the ancillary service endorsement “Address Service Requested” as specified in Quick Service Guide section 015, available on the web at

<http://pe.usps.com/cpim/ftp/manuals/qsg/q015.pdf>

Because of the weighted fee charged for returns – approximately 2 ½ times the first-class rate for the item – it is probably best to do this only once a year, when the individual pieces being mailed are lightest: the camp registration mailing. If the return address you have used is the SpiralHeart PO Box, make sure that the person responsible for checking the box is aware that there will be incoming mail for the next few weeks. For pieces returned as undeliverable, you can then go to the mailing database, find the email address, and email the person asking her to send a new mailing address if she wants to continue receiving mailings. For example, you could send the following from media@spiralheart.org :

To: missing.person@aol.com

Subject: The post office says they can't find you!

Hi MissingPerson,

The post office returned our recent mailing of the 2006 SpiralHeart WitchCamp registration form as "undeliverable". If you'd like to receive our newsletters and other mailings, please respond to this email with your new mailing address. Thanx!

-Cell Chair Person's Name

Chair, Media Cell

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SpiralHeart is a 501(c)(3) Non-Profit Educational Organization

Finally, one very important note: International mail is not covered under the bulk permit. These pieces must be removed from the bulk mailing and sent out with the proper postage for their weight, airmail, to their respective countries.

Section 3: Dealing with restrictions imposed by our tax-exempt status under 26 USC 501(c)(3).

SPECIAL NOTE: steward is not a lawyer. This section, while detailing how steward dealt with matters and his reasoning for them, does not constitute legal advice. steward strongly suggests that when dealing with anything which might impact on SpiralHeart's tax-exempt status, that the Media Cell chair or the SpiralHeart Board of Directors obtain competent legal counsel.

steward says: The IRS publishes general compliance rules for non-profit corporations at <http://www.irs.gov/charities/index.html> . In its guidance for the 2006 election cycle, it says in part:

“Political campaign intervention includes any and all activities that favor or oppose one or more candidates for public office. The prohibition extends beyond candidate endorsements. Contributions to political campaign funds or public statements of position (verbal or written) made by or on behalf of an organization in favor of or in opposition to any candidate for public office clearly violate the prohibition on political campaign intervention. Distributing statements prepared by others that favor or oppose any candidate for public office will also violate the prohibition. Allowing a candidate to use an organization's assets or facilities will also violate the prohibition if other candidates are not given an equivalent opportunity. Although section 501(c)(3) organizations may engage in some activities to promote voter registration, encourage voter participation, and provide voter education, they will violate the prohibition on political campaign intervention if they engage in an activity that favors or opposes any candidate for public office. Certain activities will require an evaluation of all the facts and circumstances to determine whether they result in political campaign intervention.” (footnote to “Election Year Activities and the Prohibition on Political Campaign Intervention for Section 501(c)(3) Organizations”, FS-2006-17, from <http://www.irs.gov/newsroom/article/0,,id=154712,00.html> , 3/5/2006.)

As the Reclaiming Tradition is expressly political, care must be taken to divorce the official position of SpiralHeart, Inc., from statements regarding candidates and their positions. This is less problematic at times when we have a *pro bono publico* attorney available to the group. At times when we do not (such as the time of the current writing), *steward opines* that a conservative approach should be taken. Thus, for instance, the SpiralHeart discussion list, which is very loosely moderated, contains an organizational disclaimer:

Please be aware that posts and their content belong to their respective posters. SpiralHeart is not responsible nor does it endorse any content posted to this list.

steward finds the newsletter more problematic. Although a case could be made for regular columnists writing opinions that are disclaimed by SpiralHeart – and, in fact, many magazines have such disclaimers on columnists – absent competent and specific legal advice to the contrary, *steward feels* that he – to fulfill his fiduciary obligation to SpiralHeart as a whole – must exclude articles that even brush the limits prescribed by the IRS in the above quote. Unlike the discussion list, the newsletter has active editing by the organization; this potentially increases the organization’s culpability for a violation.

In steward’s opinion, which he is aware that many people may disagree with, there are more than sufficient Reclaiming local groups and Reclaiming activist groups which – although they may have overlapping membership with SpiralHeart – are not non-profit corporations and which consequently do not need to comply with any of the IRS non-profit rules. Keeping SpiralHeart safe as a basic place to learn Reclaiming-style magic – and, possibly, even general techniques for activism without focusing on specific candidates or positions – has been steward’s first priority in dealing with the clash between Reclaiming’s inherent political nature and the IRS non-profit rules.

Press Release



FOR IMMEDIATE RELEASE
October 11, 2005

MEDIA INQUIRIES CONTACT: Pam Detrixhe,
press@spiralheart.org / 202-728-7510

AREA NATIVE M MACHA NIGHTMARE TO PRESENT WORKSHOP ON MEETING DEATH/GRIEVING LOSS

The DelVal Reclaiming Community and the SpiralHeart Reclaiming Community are pleased to announce that author and priestess M. Macha NightMare, formerly of the Camden area and currently Chair of the Public Ministry Department at Cherry Hill Seminary, VT, will host a workshop on "Meeting Death/Grieving Loss" to be held at the William Way Community Center in Philadelphia, PA, on Wednesday, November 16, 2005 at 7:00 P.M.

The workshop will focus on a participatory discussion of our experiences with dying and death, our preparedness for our own deaths, and honoring our own grief. We will do inner work that can bring about surprising intimacy. Attendees are invited to come with a willingness to allow your own vulnerability and to respect the vulnerability of others. In accordance with the Reclaiming Tradition's commitment to make our work available to people of all economic levels, admission is on a sliding scale; pay what you can between \$25 and \$15.

For more information please see the DelVal Reclaiming website at <http://www.delvalreclaiming.org> or call the SpiralHeart Reclaiming Community at 202-728-7510. For more information about the presenter, please see her website at <http://www.machanightmare.com>.

-30-

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Section 4: Direct advertising

steward says: For the purposes of this manual, direct advertising consists of the following outlets:

- The SpiralHeart website (covered in Section 8)
- The SpiralHeart Yahoo!Groups (covered in Section 9)
- The SpiralHeart quarterly newsletter (covered in Section 4a)
- Word-of-mouth
- Brochures
- Press Releases
- Community / networking websites (deviantART, WitchVox, MySpace, etc.)

Word-of-mouth is both the hardest to control and the most effective means of advertising that SpiralHeart has, based on the information we have gotten from camp feedback forms. The Media Cell must act in a supporting role for this means of advertising, by regularly reminding people via the website and lists of the availability of brochures and extra copies of newsletters.

At this writing, SpiralHeart has a glossy, professionally-designed brochure. The company which we have found with low prices for good quality for this brochure is M13 Graphics (<http://m13graphics.com/>). It is important to keep track of the brochure supply so that there is adequate time to order more before major happenings, such as Pagan Pride Day, local community core classes, and events at which the Open Hearth Foundation will allow SpiralHeart to distribute brochures.

Press releases are another way to attempt to advertise events. While there is no guarantee that a newspaper will publish the information, the small effort that goes into sending such a release to the religion or other appropriate editor is worth the possibility of getting it printed. The left-side page has a sample press release which was sent out for M. Macha NightMare's workshop last year in Philadelphia, PA.

Finally, many SpiralHearters use community networking sites such as LiveJournal, Blogger, MySpace, deviantART, and so forth. Encouraging people to promote SpiralHeart where appropriate in those areas is another way to get the word out. Pictures of the camp, the altars, etc. can be placed on many of these sites. Also, there is an animated gif available on the SpiralHeart website, and the code that people need to insert into their site to use it can be found in the Promotional Materials section at

<http://spiralheart.org/resources/#Anchor-Flyers-3800>

SpiralHearters who are good with the written word may also be encouraged to write essays for sites such as The Witches' Voice (<http://www.witchvox.com>). Again, this can help get the word about SpiralHeart around without creating actual expenditures from the SpiralHeart treasury.

The Witches' Voice allows individuals to list groups whom they are associated with as group sponsors of the site. At the time of this writing, Wolf, the Camp Cell Chair, has SpiralHeart listed under his associated groups, giving SpiralHeart sponsor status.

Section 4a: Newsletter Preparation and Mailing

One method of keeping people in touch with the SpiralHeart community throughout the years is the quarterly newsletter. This newsletter varies from 12 to 20 pages in length and contains articles, columns, and information about the next upcoming Camp. It is important to include pictures, often of past camps, in the newsletter, as a simple long string of words does not tend to attract the reader. Original artwork and poetry is also good to include.

At this writing, the quarterly newsletter is sent on or about Mabon, Yule, Ostara, and Litha. In steward's experience, a lead time of *at least* one month is necessary for editing and printing purposes. A typical laser printer designed for home use tends to start jamming once it's gotten too hot, and requires a few hours of cool-down time. This slows newsletter printing production. If possible, it is recommended that a group of local people be gathered to help with stapling, envelope-stuffing, and envelope-sealing.

steward suggests that regular columnists be recruited. At the current time, Wolf is a regular columnist who appears on the front page of the newsletter. Beth Owl's Daughter is a semi-regular columnist who writes about the Tarot, but who generally does not want her columns to run at the same time another Tarot piece is running.

Gathering content for the newsletter is a never-ending process: it often occurs that someone will commit to write something for the upcoming newsletter, but by the time it comes in, you're three newsletters into the future!

Standard features of the newsletter at this time are the following:

- On the left side of the front page, the theme for the upcoming camp;
- Midway down the front page, below the newsletter title, and occupying 2/3 of the remaining space, the start of Wolf's Wramble column;
- Occupying the remaining 1/3, the start of a lead article;
- On the left side of page 2, a table of contents;
- Below the contents, if there are any entries, the "Community Cauldron" of life passages, etc.;
- On the next-to-last page, specific news items or upcoming events;
- On the left side of the back cover, the masthead with publication information;
- On the middle-to-right of the back cover, a list of local Independent Reclaiming communities located in the US, east of the Mississippi River;
- At the bottom of the back cover, the tagline:

Creating Our Future ◇ *Embracing Our Past*
Celebrating Our Spirit ◇ *Restoring Our World*
SpiralHeart is a 501(c)(3) Non-Profit Educational Organization

Once content has been obtained, the editing process begins. This is most easily accomplished with software such as Microsoft Publisher, InDesign CS2, QuarkXPress, or other products specifically designed for creating print publications. However, Microsoft Word or a comparable product can be used in landscape mode. This requires much more work on the part of the editor, as it is much harder to flow column text from page to page, etc. The paper size used is 8 ½" x 14"; each sheet, folded at the 7" point, provides 4 pages for content.

Layout can be different on each page. *steward has tended to use* a three-column text format on the cover page, and a two-column text format on the inside pages. However, short blurbs such as event announcements may be better formatted across the entire page (that is, the 7" minus the margin in the landscape format).

For stapling purposes, *steward has found* that a long-reach stapler is preferable for three reasons:

- ✓ It can reach the seven-inch mark on the paper;
- ✓ It can be adjusted to seven inches so that the staple goes into the correct location; and
- ✓ Stapling the newsletter *before* folding it makes it easier to fold it in the correct place, especially if simply a single staple is placed at the approximate center of the page.

Once folded into newsletter format, the newsletter must be folded one again over to fit into a #10 size envelope. The creases must enable the newsletter to be as flat as possible, as postal regulations specify that the contents cannot exceed a certain thickness. You may want to place some sort of weight on a pile of newsletters to encourage the flattening process.

Using a mail merge between the SpiralHeart database and an appropriate program such as Microsoft Word, the envelopes can then be generated with the indicia as specified by the post office. Be sure that the margins are correctly placed on the envelope as specified by the publications referenced in section 2b. *steward strongly suggests* the use of envelopes with peel-off, pre-sticky flaps; these make it a lot faster to get the envelopes stuffed and sealed. Once the newsletters have been placed in the envelopes, finish the mailing in accordance with the USPS procedures in section 2b.

Section 5: Formal advertising

steward says: Past analysis of camp evaluation forms has indicated that there is very little return on advertising through “traditional” means such as magazines and newspapers. However, there is always the possibility that a market may be identified where SpiralHeart has not yet tried to advertise (previous advertising campaigns included major regional and national Pagan magazines; the Washington Blade newspaper; and the Daily Targum. There was also a classified ad run for a year in Mother Jones magazine for the Tradition-wide <http://witchcamp.org> site.).

There are also “new” types of “traditional” advertising being introduced such as kiosk placement, etc. This might well be something for the Media Cell to look into in the future, especially in concert with SpiralHeart members who work in academic settings. A Google Search on “+advertising +kiosk” will bring up many possible contacts for researching this as a possible venue. Another possibility is contacting SpiralHearters who work for colleges and universities to find a contact at the school itself who you can deal with for placement opportunities.

Unless dealing with either a Pagan-friendly venue or personally-known contacts, a business-oriented approach is important in dealing with traditional advertisers. This often involves paper-based mail instead of email, and the use of legal names instead of personal identifiers used within the SpiralHeart community (for example, in dealing with traditional advertisers *steward* used his legal name “John J. Deltuvia, Jr.”, not “*steward*”). Even when dealing with Pagan-friendly venues or personally-known contacts, it is helpful to present materials to them in a format they understand. To explain this format to potential advertisers, such outlets make their rules known in an industry-standard format known as a “media kit”. If the advertising outlet has a website, the “media kit” can usually be downloaded from their website, or requested online from their advertising sales group. Otherwise, it is necessary to phone or mail the company to ask for a media kit.

The media kit outlines the rules for submitting advertisements. Most publications prefer that advertisements be submitted either in .tiff or .pdf (Acrobat) format; if someone in the group does not have software that will output to either of those formats, it may be advisable to use the Adobe Educational Discount program to obtain a full copy of Acrobat Professional version. The required resolution in dots per inch is also often stated; you can set this in your publishing and/or graphics software.

Size	Vertical	Horizontal	1x	2x	4x
Color Cover Full Page	10 7/8 in.*	8 3/8 in.*	\$435	\$390	\$325
Color Cover Half Page	4 1/2 in.	7 1/4 in.	\$275	\$250	\$195
B/W Full Page	9 1/2 in.	7 1/2 in.	\$220	\$200	\$165
2/3 page	9 1/2 in.	4 1/2 in.	\$195	\$175	\$130
B/W Half Page	4 1/2 in.	7 1/2 in.	\$150	\$135	\$110
1/3 page (vertical)	9 1/2 in.	2 1/4 in.	\$115	\$105	\$ 80
1/3 page(square)	4 1/2 in.	4 1/2 in.	\$115	\$105	\$ 80
1/4 page	4 1/2 in.	3 1/2 in.	\$ 85	\$ 75	\$ 65
1/6 page (vertical)	4 1/2 in.	2 1/4 in.	\$ 65	\$ 60	\$ 50
1/6 page (horizontal)	2 1/4 in.	4 1/2 in.	\$ 65	\$ 60	\$ 50
Business Card	2 in.	3 1/2 in.	\$ 45	\$ 40	\$ 35
1/12th page	2 1/4 in.	2 1/4 in.	\$ 40	\$ 35	\$ 30
1" classified display	1 in.	2 1/4 in.	\$ 35	\$ 30	\$ 25
Classified	\$.60 a word, 20 word minimum. 20% discount for 4-issue placement.				

*Trimmed bleed size is shown, supplied image artwork must provide additional 3/8" on all sides.

The page on the left shows the “rate card” for PanGaia magazine (obtained from <http://bbimedia.com/MediaKit/bbiunifiedratecardal061.pdf>). It supplies the rates for an advertisement, the required size, the size relationship to the page (e.g., 2/3 of a page is 9 ½ “ x 4½ “), and the price for the advertisement. PanGaia is a quarterly magazine, so four insertions is one year’s worth of advertising. Note that, with multiple insertions, the price per issue declines; so, for example, the total cost for a ¼ page ad would be:

1 issue total cost	\$ 85
2 issues total cost	\$ 150
3 issues total cost	Although they do not indicate a 3x discount, you could probably negotiate it at the 2x price for a total cost of \$225
4 issues total cost	\$ 260

Generally speaking, most advertisement salespeople are more than willing to help you in setting up your ad to your satisfaction. However, some familiarity with the terminology is always helpful in any specialized endeavor.

Section 6: Shared advertising

steward says: There is only one current method of shared advertising among Reclaiming WitchCamps; that is the witchcamp.org website, started by SpiralHeart a few years ago as a service to the greater Reclaiming Community. As of this writing, the site is maintained by Laurel LaFey of the DreamRoads Community, Traci from Tejas Web, and Chelidon, a well-known WitchCamp teacher. Yarrow, our current Anchor chair as of this writing, maintains some of the contact points for the site as well, and the site is paid for by SpiralHeart as a contribution to the running of the WitchCamp Council (WCC).

A second avenue of shared advertising instituted in the 2006 camp year is advertising by becoming a Foundation-level supporter of the Open Hearth Foundation (OHF). The cost to SpiralHeart is slightly under \$1,000 / year, and a special "Zodiac" fundraiser (in which contributors sponsor signs of the Zodiac) has been designed in hopes of funding this advertising without using any money from the general fund. In return for supporting the OHF at this level, SpiralHeart gets a prominent placement on OHF's webpage as a Foundation sponsor, as well as being mentioned in event announcements and at actual OHF events as a major sponsor of the OHF. In addition, as mentioned in section four, this sponsorship affords SpiralHeart the opportunity to distribute brochures at OHF events.

Another possibility of shared advertising would be to contact other camps via the WCC about running a one or two-page spread in a nationwide Pagan magazine such as SageWoman or PanGaia. This idea has been advanced before, but it has so far been deemed unfeasible because of the lack of funds at several camps.

<h3>Main</h3> <ul style="list-style-type: none"> public_html <ul style="list-style-type: none"> events resources forms images balance camp cgi-bin depositglitch expressions organization register secure vending webmail public-wiki index.html eval.html emailforward.html grid.pdf ohf.html spiralheart_main.css index.html.bak php_test.php secondary_template.h contact.html campflyer.html 404.html robots.txt shwc2004written.pdf shwc2004online1.pdf favicon.ico sphbkp.css vdeck_logo.gif .htaccess 	<h3>Events</h3> <ul style="list-style-type: none"> events <ul style="list-style-type: none"> camp <ul style="list-style-type: none"> pictures <ul style="list-style-type: none"> index.html thumbnails.html steward_pictures_2003.html pre_2003.html page9.html page8.html page7.html page6.html page5.html page4.html page3.html page2.html page1.html mike_s_pictures_2003.html allpics.html camp_archive <ul style="list-style-type: none"> index.html SpiralBound_2006.pdf benefits.html paths.html teacher_bios.html template_camp.html camp.html macha <ul style="list-style-type: none"> index.html teach_bios.html ppw2005.html template_events.html teachers.html 	<h3>Resources</h3> <ul style="list-style-type: none"> resources <ul style="list-style-type: none"> archives <ul style="list-style-type: none"> index.html Witchcamp2004Flyer-tearoffs.pdf Witchcamp2004Flyer-no-tearoffs.pdf donations <ul style="list-style-type: none"> index.html thanks-template.html sch-thank-you.html qtr-schol-subscription-thank-you.html qtr-gen-subscription-thank-you.html mth-schol-subscription-thank-you.html mth-gen-subscription-thank-you.html gen-thank-you.html newsletter <ul style="list-style-type: none"> index.html template_newsletter.html yule2004-online.pdf ostara2004-online.pdf index.html unity.html thanks.html template_resources.html studygroup.html rec_trad.html fivepoint_agenda.html donations.html archives.html 911.html flyer-tearoff-2005.pdf flyer-no-tearoff-2005.pdf sph-brochure.pdf
<h3>Balance</h3> <ul style="list-style-type: none"> balance <ul style="list-style-type: none"> index.html 	<h3>Forms</h3> <ul style="list-style-type: none"> Forms <ul style="list-style-type: none"> archive <ul style="list-style-type: none"> WC2002 WC2003 WC2005 evaluation.html evaluation_thank_you.html eval.php process_header.php events_process.php event-form.html thanks.html shevent.php form.css 	

Section 7a: Maintaining the website: web pages

The SpiralHeart website and email system is currently hosted on a shared server provided by iPowerWeb (<http://www.ipowerweb.com/>). This server has a fairly self-explanatory control panel for setting up site functions.

Samples of the arrangement of the website proper are provided in this manual using screenshots from Adobe Dreamweaver; but, if desired, other FTP-compatible editors may be used, or even FTP itself to obtain the files, edit them in notepad or a comparable text editor, and reupload the files using FTP. Using a web editor like Dreamweaver gives the advantage of being able to write HTML code directly if you wish, while also being able to use a WYSIWYG (what you see is what you get) editor which generates the desired code.

The basic layout of the site was created by Deb from <http://spiffyweb.net> when she was a member of the Communications Cell. Some changes have been made as necessary to accommodate new features or web-hosting redesign, but for the most part, the site layout has not changed in several years. Part of the reason for this was the strong commitment to keep the site “Section 508 compatible”, which means it is easily accessible by those with sight difficulties. The site is largely sparse on graphics (except for pages particularly marked as having photographs) due to the fact that many people in the SpiralHeart marketing area do not have broadband available. There are some people still using dial-up modems; an excess of graphics delays the person in getting the information desired – and may even induce the person to give up and go to another site.

On the page facing are some of the directory listings from the SpiralHeart website. The Main listing shows the main directories (as folders) as well as some of the pages in the public_html directory (which forms the root of the website). There are several files in the root location of the server itself; however, these are used by the iPowerWeb control system for internal functions such as email and should not be manipulated via Dreamweaver, FTP, or similar products.

Note in particular the “balance” folder. This folder contains a file which is programmed to redirect the user automatically to a page in another folder where the balance for camp can be paid. One-file folders like these are useful for creating short web addresses which redirect to much longer web addresses.

The easiest way to create a page in a given directory is to use the template page in that directory. The templates are commented so that you put your content in the correct place. (Note to experienced Dreamweaver users: these are generic .html templates, *not* Dreamweaver template files.) You will only likely need to create a page for a totally new event; files from old special events are still on the server so that you can copy code from them to speed development.



This icon is used to indicate an Official SpiralHeart Event



This icon is used to indicate an event which is either Reclaiming or Feri related.



This icon is used to indicate events that may be of interest to SpiralHearters and which fulfill other criteria as shown on the next page.

The page that is updated most frequently is the index.html file in the events folder, where events are listed. If it is an "Official Spiralheart Event", the event should also be listed on the home page with a link to the event.

On the page facing are the graphics indicating types of events. These types were developed by the Media Cell and endorsed by the organizers. There are three types of events that SpiralHeart will list on its events page:

1. "Official SpiralHeart Event":
 - a. the event is fully funded & insured by SpiralHeart, with ALL monetary surplus (after cost reimbursement) going back to Spiralheart (an 'underwritten' event), or
 - b. the event is partially funded or insured by Spiralheart, with a set percentage of monetary surplus going back to Spiralheart (a 'sponsored' event).
2. "Reclaiming Related Event": The event would be a Reclaiming Tradition "core class", or a Reclaiming or Feri workshop in which profit is not necessarily given to SpiralHeart (although if you plan to tithe back to SpiralHeart, please mention it in your event description!). This also covers announcements of local pagan-cluster meetings that will be attended or hosted by Reclaiming or SpiralHeart members.
3. "Event of Interest": An event that isn't specifically Reclaiming related, but would be of interest for those looking to build their spiritual tools, such as a Wendy Palmer "sensate intuition" class, for example.

All events listed on SpiralHeart's events page must also fit the following basic criteria:

- a SpiralHeart or Reclaiming Tradition community member connection (either teaching, hosting, or organizing);
- some sort of financial accessibility (such as sliding scale, scholarships, work/study, no one turned away for lack of funds, a more affordable/similar workshop offered later, other), and:
- it must be in harmony with the Principles of Unity.

The easiest way to update events is in source code, copying and pasting information from other events as needed. As you look at the source code, you will see that there are specific styles for specific parts of each announcement. Remember to *remove* events from the page once they have occurred!

To set up a secure link, instead of the normal spiralheart.org address, you must use <https://host128.ipowerweb.com/~spiralhe/> as a prefix instead.

Main vDeck Menu



Email submenu



Mailbox submenu

Mailboxes[All]

Result Page: of 5

user	store	fwd	autoreply	action
<input type="checkbox"/> admin	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> agenda	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> anchor-weaver	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> caillean	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> camp	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> communications	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> deborah	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> eval	yes	no	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> evelyn	no	yes	no	edit / autoreply / spam filter / setup Outlook
<input type="checkbox"/> events	no	yes	no	edit / autoreply / spam filter / setup Outlook

[add users](#)

Section 7b: Maintaining the website: email forwarding and email boxes

The main vdeck control panel at <https://host128.ipowerweb.com:8087/panel/index/> has several selections. Some may be of interest, but *in steward's opinion* they are not essential as of this writing. The one essential option is the Email control option. This allows email boxes and email forwarding to be set up. Email boxes are useful for collecting input (such as evaluations or teaching team proposals), and for maintaining an address through which email can be sent out from (particularly useful for the media@spiralheart.org address). The email forwarding allows email to one address to be forwarded on to multiple addresses, which is of particular use for such things as camp registration (where the Registrar and the Media Cell Chair both need to have the information).

At the current time, SpiralHeart offers members a spiralheart.org email address for \$13.00/yr or \$30.00 for 3 years. Selling just three 3-year forwards each year falls just five bucks short of funding the entire website fee! In addition, there are several role-based forwarding addresses, so that a “role” address can be provided to outside entities or placed on the website or in the newsletter, and people don't have to figure out who the treasurer is or where to send agenda items – because the mails can just be sent to treasurer@spiralheart.org and agenda@spiralheart.org, respectively. It is a duty of the Media Cell to keep these forwarding addresses up-to-date.

To add, update, or delete accounts, log into the main vdeck control panel at the above address. (vDeck menus are shown on the page facing.) Click Email, and then click Accounts on the submenu. To add a user, click add users and follow the instructions. Note that you are provided with a list of users. Some in the example are role-based (admin, agenda, anchor-weaver, camp, and events); some are personal addresses (caillean, deborah, and evelyn); and one is a storage box (eval – note that there is a “yes” in the “store” column). Although not shown in the screenshot, there is a help link at the upper right corner of vDeck pages which provide further guidance beyond that which is shown on the screen, although *steward has found for the most part* that the directions provided while clicking through procedures are adequate.

To get mail from boxes such as eval or media, you can log into the email server at <http://host128.ipowerweb.com:8080/webmail/index.pl>.

Section 8: Setting up a new website host

Within steward's tenure, the host for the SpiralHeart website has been moved from Hurricane Electric to iPowerWeb, a company that offers more services for less money. However, one lesson that has been learned is: *when changing webhosts, even if you've posted the information for discussion to the media list, send personal emails to your web specialists as well, because they may not be paying attention to the media list.* One web specialist in SpiralHeart who prefers to use Telnet to edit websites was greatly perturbed by the unavailability of Telnet at the new site.

steward opines: The following services are absolute requirements when moving webhosting:

- E-Mail forwarding (because we sell that on a regular basis to fund the cost of the website);
- Sufficient webspace (the current amount used as of this writing is approximately 32 MB);
- SSL at a reasonable price (for registration forms);
- FTP (for file transfer).

In addition, Telnet access would be nice to have, notwithstanding other conditions, as would some E-mail storage for things such as evaluations, etc.

The selection of a Microsoft web host versus a UNIX/Linux web host depends mainly on available web technical skills in SpiralHeart. Microsoft-based websites work very well with Microsoft Front Page to produce a professional-looking site with very little web knowledge or skill on the part of the developer. On the other hand, in situations where knowledgeable people are available – especially people skilled in UNIX – a UNIX/Linux web host is much preferred due to the cost differential. It is not unusual to see prices for Microsoft-based web hosts that are twice the price of UNIX/Linux web hosts.

Personal webhosting – that is, a web hosted by an individual member of the group on their own server – has been tried by other Reclaiming communities and has been, on the whole, not a good idea. Reclaiming is political by nature, and this extends to the internal community; and as Starhawk has pointed out, politics involves conflict. It is *steward's considered opinion* that placing webhosting on a personal server instead of with a professional webhosting company may be unwise, despite the potential monetary cost savings.

To search for a new webhost, standard search engines such as Google and Yahoo! will locate many sites; comparison sites can also be found. *steward suggests* using a spreadsheet program or database to track the required features and desirable features, cost, and additional possible helpful features for each site located.

In *steward's personal experience* thus far, the most cost-effective alternative is the usage-based pricing at nearlyfreespeech.net – however, they do not have SSL and thus cannot handle SpiralHeart's registration forms. If a search is made for a new webhost, *steward suggests* that that site be particularly checked to see if SSL has been added.

Section 9a: Maintaining e-mail lists

SpiralHeart maintains several e-mail lists using the Yahoo!Groups™ service. Maintenance of these lists is generally easy; however, setup can be tricky. The following is the way that these email lists are maintained as of Mabon 2006.

- SpiralHeart – this list is minimally moderated, but the function that new member posts must be approved is active. This nearly eliminates spam on the list. This list is for general community discussion.
- Sph_Announce – this list is moderated. Posts must be approved to go on the list. There is a policy currently in effect requiring people to preface the subject with the location of the event, e.g., “CROZET, VA: Mudflap’s Ritual”. This is to make it easier for readers of the list to skip things that look only moderately interesting and are a long distance away, without having to open the mail and read the whole thing.
- SpiralHeartOrg – this list was originally for all persons actively involved in organizing the camp. In the interests of openness, discussions formerly on this list are now on the general discussion list, SpiralHeart. This list is now restricted to the Cell Chairs and other members of the Board for the purpose of emergency discussions for between-meeting actions.
- Sph-Media – this is a discussion list for the media cell.

Other lists may be added as needed. All SpiralHeart accounts are “owned” by Yahoo account “spiralygo” (spiral yahoo groups owner), and the cell chair should log into that email account at least once every four months to ensure it is kept active.

The cell chair may, upon request, set up a list for that year’s teaching team, but should then transfer ownership to one of the teachers and then leave the list.

In early 2005, steward looked at the possibility of private email lists not run by Yahoo!Groups™, but the feature list required was prohibitively expensive. As pricing changes rapidly on the web, the Cell Chair may wish to occasionally re-explore this option.

Section 9b: Setting up e-mail lists

The following is the process for setting up a new email list on Yahoo!Groups as of 9/1/06. It is a mostly straightforward process; however, there are a couple of settings that are not very obvious and which can cause problems if not caught.

To start a new group, log in as “spiralygo” and go to <http://groups.yahoo.com>. Find the “Start a Group” area on the page.

Create Your Own Group

Start a group for your friends, family, club, or other organization. Create a group to find others who share your own particular interest.

[Start a group now](#)

Click the Start a Group now entry. You will be taken to a page where you can start to categorize the purpose of the group.

1 Categorize 2 Describe

Step 1 of 3: Select a Yahoo! Groups Category

Browse or search for the category that best describes your group. Groups containing sexual content must be placed under

Search Group Categories:

OR

Browse Group Categories

- [Business & Finance](#)
- [Computers & Internet](#)
- [Cultures & Community](#)
- [Entertainment & Arts](#)
- [Family & Home](#)
- [Games](#)
- [Government & Politics](#)
- [Health & Wellness](#)
- [Hobbies & Crafts](#)
- [Katrina](#)
- [Music](#)
- [Recreation & Sports](#)
- [Regional](#)
- [Religion & Beliefs](#)
- [Romance & Relationships](#)
- [Schools & Education](#)
- [Science](#)

Select “Religion and Beliefs” and you will be taken to the next page.

Step 1 of 3: Select a Yahoo! Groups Category (Continu

Browse or search for the category that best describes your group. category. Groups containing sexual content must be placed under

Search Group Categories:

OR

Browse Group Categories

[Top](#) > **Religion & Beliefs**

- [Agnosticism](#)
- [Angels](#)
- [Atheism](#)
- [Bahá'í](#)
- [Buddhism](#)
- [Cao Dai](#)
- [Christianity](#)
- [Church-State Issues](#)
- [Creation vs. Evolution](#)
- [Divination](#)
- [Gnosticism](#)
- [Hinduism](#)
- [Interfaith](#)
- [Islam](#)
- [Jainism](#)
- [Judaism](#)
- [Lesbians, Gays, and Bisexuals](#)
- [Meditation](#)
- [Messianic Judaism](#)
- [Mysticism](#)
- [New Age](#)
- [Occult](#)
- [Other](#)
- [Paganism](#)

Select "Paganism" and you will be taken to the next page.



Step 1 of 3: Select a Yahoo! Groups Category (Continued

Browse or search for the category that best describes your group. Ple category. Groups containing sexual content must be placed under the

Search Group Categories:

OR

Browse Group Categories

[Top](#) > [Religion & Beliefs](#) > **Paganism**

Select a more specialized subcategory

- [Asatru](#)
- [By Location](#)
- [Druidism](#)
- [Magick](#)
- [Teenagers](#)
- [Wicca and Witchcraft](#)
- [Books and Writing](#)

You may either click "Place my group here" or select "Wicca and Witchcraft". If you do the latter, you will be taken to another page in which to place the group.



Step 2 of 3: Describe Your Group

Group Name

This name will appear on your Group page and in search results.

Example: The Coolest Group

Enter Your Group Email Address

This email address is for your group. When you send a message to this address, all members of your group will copy. (60 characters maximum, no spaces or special characters allowed)

 @yahogroups.com

Example: **coolestgroup** or **coolest_group**

Describe Your Group

This description will appear at the top of your Group page.

Text or HTML, **1940** characters left, 2000 characters max

[Continue](#)

At this step, you must name the group, select the email address for the group, and include a description. In this example, the name of the group is “SpiralHeart Test 1” and the address for the group is sphtest1@yahogroups.com. When done, click Continue for the next page.



Step 3 of 3: Select your Yahoo! Profile and Email Address

Email Address

If you choose to receive group messages by email, they will be sent to the email address you select below.

- johnd39@stewardspiral.net
- johnd39@yahoo.com
- me@stewardspiral.net
- steward@spiralheart.org
- stewardspiral@optonline.net

Yahoo! Profile

The profile you select will be used when other members want to learn more about you, or communicate with you via Yahoo! Messenger.

Member	Real Name	Gender	Age
johnd39	steward	M	43

[Create new profile](#)

Word Verification

Enter the text as it is shown in the box below. This step helps Yahoo! prevent automated registrations.



If you can not see this image [click here](#).

[Continue](#)

The next page allows you to select your profile (spiralgo should only have one profile) and requires that you enter the word verification image. When done, click Continue for the next page.

Congratulations!

Your Group **sphtest1** has been created. You can access your group using the link below or from the Yahoo! Groups "My Groups" page.

Group name: sphtest1

Group home page: <http://groups.yahoo.com/group/sphtest1>

Group email: sphtest1@yahoogroups.com

Customize Your Group

Choose who can join, who can post messages, and more!

Invite People to Join

Grow your group now! Invite friends, family, and colleagues.

This is the first "tricky" screen. Although your group has now been created, if you do not customize the group, chances are it won't work the way you want it to. Click "Customize Your Group" to continue.

Customize sphtest1

This wizard will help you customize your Yahoo! Group. You can decide:

- whether or not to list your group in Yahoo! Groups directory
- who is able to join your group
- who can post messages to the group and how
- whether or not messages are archived
- what web features your group will use

There are three simple steps. For more information about a step, click on "Learn More" where available. You can modify these settings later in the "Management" section of your Group page.

[Get Started](#)

[Cancel](#)

You are first presented with an informational page which lists the available customizations. Click "Get Started" to continue.

Step 1 of 3. Customize sphtest1

Do you want the group to be listed in the Yahoo! Groups directory? [Learn More](#)

- Yes, list the group. Default
- No, make the group unlisted.

How can people join your group?

- Anyone can join immediately. Default
- People can join only with my approval.

Who can post messages to your group?

- Only group members. (Private discussion group) Default
- Anyone. (Open discussion group)
- Only group owner. (Newsletter)

< Back

Next >

Finish

Step 1:

If the group is something you want people to be able to find, click “Yes, list the group”. Otherwise make the group unlisted. For example, the SpiralHeart org list should be unlisted; the discussion group should be listed.

If the group is something you want people to be able to join immediately, click “Anyone can join immediately”. Otherwise click “People can join only with my approval”. *steward opines that* Cell lists and teacher lists should be set to the second option.

If you want only members to be able to post to the group, click “Only group members” under “Who can post messages to your group”. *steward is unable to think of any other setting that would be wanted for a SpiralHeart group.*

When you have made your selections, click Next to continue.

Step 2 of 3. Customize sphtest1

Do you want to approve messages before they are delivered?

- No, messages are delivered immediately. Default
- Yes, messages require my approval.
- Only messages from new members require my approval. [Learn More](#)

Message replies should go to:

- All group members. [Learn More](#) Default
- Only to message sender. [Learn More](#)

Do you want to use group's web features, such as photos, files, calendar and polls?

- Yes, I want to use the group's web features. Default
- No web features; this is a mailing list only. [Learn More](#)

[< Back](#) [Next >](#) [Finish](#)

In the “Do you want to approve messages before they are delivered”, *steward opines* that most of the time “Only messages from new members require my approval” should be selected. This prevents people from joining the list to spam it. “Yes, messages require my approval” should be selected if creating a list similar to the announcement list.

steward opines that for the other two selections in Step 2, the defaults are appropriate. There are special circumstances that *steward* has seen on Reclaiming-oriented lists; for instance, the volume of replies that addressed discussion rather than action planning on the LivRiv list required the moderator to send replies only to the message sender, lest the list become unusable for its intended purpose.

When you are done selecting the three options in step 2, click Next to continue.

Step 3 of 3. Customize sphtest1

Who should the message archives be available to? [Learn More](#)

- Anyone can view archives. Default
- All members can view archives.
- Only moderators can view archives.
- Messages are not archived.

Who should be able to access the following web features?

Files and photos:	<input type="text" value="Members"/>
Links:	<input type="text" value="Members"/>
Database:	<input type="text" value="Members"/>
Polls:	<input type="text" value="Members"/>
Member listing:	<input type="text" value="Members"/>
Calendar:	<input type="text" value="Members"/>
Promote:	<input type="text" value="Members"/>

< Back

Finish

Step 3 is the trickiest step of all, and, in steward's observation, has confused several Reclaiming groups or sub-groups setting up a list. Yahoo's default is "Anyone can view archives". If this is left at its default position, **anyone on the web can read what is posted to the list.** *steward opines* that the best setting for this is "All members can view archives". In certain circumstances, archives might be restricted to the moderators, and there is an option for that as well.

You are then presented with a list of who can access the web features. For maximal access but minimal trouble, *steward opines* that, for the most part, the selections be left to members. The ones steward would consider changing are:

- Database – Databases can take up a lot of disk space, so you may want to reserve that to moderators.
- Member listing – there may be cases where you wish to restrict the member listing to the moderators.
- Promote – If you feel that there is a risk that members may be too enthusiastic in using the invite feature, to the extent that the recipients and Yahoo!Groups might consider it spam, you may wish to restrict this to the moderators.

Press Finish, and you're done!



Adult Model Release

In consideration of my engagement as a model, and for other good and valuable consideration herein acknowledged as received, I hereby grant to SpiralHeart, Inc., hereafter known as Grantee, its legal representatives and assigns, those for whom Grantee is acting, and those acting with its authority and permission, the irrevocable and unrestricted right and permission to use, re-use, publish, and re-publish photographic portraits or pictures of me or in which I may be included, in whole or in part, or composite or distorted in character or form, without restriction as to changes or alterations, in conjunction with my own or a fictitious name, or reproductions thereof in color or otherwise, made through any medium, and in any and all media now or hereafter known for illustration, promotion, art, editorial, advertising, trade, or any other purpose whatsoever. I also consent to the use of any printed matter in conjunction therewith.

I hereby waive any right that I may have to inspect or approve the finished product or products and the advertising copy or other matter that may be used in connection therewith or the use to which it may be applied.

I hereby release, discharge and agree to save harmless Grantee, its legal representatives and assigns, and all persons acting under its authority or those for whom it is acting, from any liability by virtue of any blurring, distortion, alteration, optical illusion, or use in composite form, whether intentional or otherwise, that may occur or be produced in the taking of said picture or in any subsequent processing thereof, as well as any publication thereof, including without any limitation any claims for libel or invasion of privacy.

I hereby warrant that I am of full age and have the right to contract in my own name. I have read the above authorization, release, and agreement, prior to its execution, and I am fully familiar with the contents thereof. This release shall be binding upon me and my heirs, legal representatives, and assigns.

Date: _____

(Signature)

(Print Name)

(Witness)

(Address)

Section 10: Artwork, generally

Artwork (drawings, paintings, digital art) is essential to the proper decoration of many SpiralHeart Media publications. It is therefore important to try to identify as many SpiralHearters as possible who may be able to contribute artwork, both on general SpiralHeart or Pagan themes as well as on the theme and story selected for the upcoming camp. If sufficient artists are located, the possibility exists of obtaining artwork specific to a story or column in a specific newsletter issue; this helps to draw attention to the specific article as well as emphasizing the points in the article.

Other uses of artwork may include camp flyers, event flyers, signs for display at Pagan Pride Week or other events (such as Open Hearth Foundation events). There even exists the possibility of SpiralHeart promotion, in this case including photographs, by establishing “SpiralHeart” accounts in online social networking spaces such as LiveJournal, mySpace, and deviantART.

Last-ditch sources for artwork, assuming a piece of art is needed for a newsletter or flyer, may include the royalty-free artwork included with certain software products, the purchase of royalty-free artwork collections, or the purchase of a specific piece of royalty-free art from an online site specializing in clip art sales.

Photographs of persons at camp, meetings, etc., require that SpiralHeart have a photography model release on file. A sample model release is on the page facing.

Section 11: SpiralBound

SpiralBound is the annual camp instruction book, usually mailed to registered campers approximately five weeks before camp. Most of the information in SpiralBound is repeated from year to year, but changes must be made based on items specific to the current year's camp that have been modified from previous years' camps.

steward suggests the formation of two SpiralBound subteams, under a SpiralBound coordinator:

1. The preparation team. This team should be formed within a month after the teaching team has been selected, and should consist of two to three persons:
 - I. The rewriter – this person will take the prior year's electronic copy of Spiral Bound, first changing venue-specific materials, and then, as information comes in from the teaching team, adding that information in as well. This person will need constant communication with the Camp Cell chair.
 - II. The outlay person – this person will format the text into an attractive booklet. If the outlay person does not have either the talent or the time to find sufficient artwork, a third person must be recruited to handle artwork as specified by the outlay person.
2. The review team. This team should be formed about two to three weeks before the rewriter person has finished, and should read the final rewrite, making sure that all previous camp references have been modified or eliminated as appropriate.

steward strongly suggests that the Media Cell chair not handle SpiralBound directly, unless there is absolutely no other choice. The amount of work in coordinating the Media Cell, combined with the work doing SpiralBound, plus that elusive thing called “a life”, would make it difficult in the extreme for the chair to do anything other than the final read-through of the formatted draft, looking for any last-minute changes necessary.

Section 12: Cell Interactions

As the Media Cell's primary function is to promote SpiralHeart's activities, it is necessary to keep in touch with what everyone else is doing, as well as to make sure there's enough money for the Cell to do what it wants to do. The following are some examples of essential interactions; others come and go depending on what's going on or if someone has taken on an ad-hoc responsibility (for instance, the proposed craft camp, if approved, will require coordination with the craft camp planners).

1. Registrar – There must be close coordination between the Media Cell and the Registrar in order to design the camp registration form (both web-based and paper), making the form available, when to change the prices, and so on. The Media Cell also must obtain addresses and attendance records of registrants so that the database can be updated in order to send out newsletters, announcements, and SpiralBound.
2. Treasurer – *steward* has operated by fronting the money needed for supplies and then obtaining reimbursement from the Treasurer. If the Cell Chair is unable to do this, a system must be worked out to advance the money for purchases. Either way, the treasurer needs an accounting of funds spent in order to keep our books – and our IRS standing – in order.
3. Camp Cell Chair – Information is needed from the Camp Cell Chair (or designee) as to teacher/facilitator information, camp-related newsletter and web content, and other matters to promote Camp. Teacher/facilitator information may be provided by a Teacher Liaison, if one is appointed; biographies, path information, story information, and, if possible, photographs of teachers are needed to keep the website and the newsletters updated.
4. Anchor Cell Chair – There is normally not much interaction with the Anchor Cell; however, it is a good idea to check in from time to time to see if that Cell requires dissemination of any information.

Section 13: Current outside duties

The only current “outside” duty which is traditional to SpiralHeart is providing a team member to the witchcamp.org site mentioned in section 6. This site was started by Deb and Lizard when they were active in the Communications Cell. The duty of the SpiralHeart team member for the past year has been updating content on the site; this is done via a hand-scripted text editor and requires knowledge of HTML. To discuss further participation (or not), send email to webspinner_team@witchcamp.org.

Given the right combination of volunteers and talents, another outside duty that might be considered would be to coordinate more closely with the Open Hearth Foundation on events and happenings. If cell volunteers express such an interest, and if other duties are taken care of, this might be a good and low-cost outreach effort.

Section 14a: Budgeting

The SpiralHeart budgeting process begins each year at the annual September reorganization meeting. Note, however, that the SpiralHeart *fiscal* year runs from November 1st through October 31st; thus, monies approved at the September meeting for the next camp year's budget are not monies for expenditure before November 1st. There may be special exceptions (such as expenditures for postal permits which will not take effect until the new budget year, even though the funds must be remitted earlier); these items are best worked out with the Treasurer.

Items to be considered for budgeting, based on current and past Media activities, may include the following:

- ✓ Website cost
- ✓ Brochure printing
- ✓ Newsletter cost:
 - Paper/envelopes
 - Ink
 - Printer maintenance
 - Postage
 - Yearly postal fees
- ✓ Registration mailing
- ✓ Special mailings
- ✓ Magazine advertisements
- ✓ Newsletter advertisements
- ✓ Other new plans that may be in the works

Media budgets have tended to be tenuous at best, because special circumstances often arise during the year from other cells or from the Organizers' meetings requiring additional expenditures, especially for mailing.

At the time of writing and based on the May 2006 meeting, there are items which may or may not ultimately be placed as Media items, such as the Open Hearth Foundation sponsorship and costs associated with reimbursements for SpiralHeart members attending functions, etc., where word-of-mouth advertising can be more easily done in a conducive market environment. Such discussions may well go on past the September reorganizational meeting, as the Treasurer and other parties discuss which part of the budget best fits which activities.

Section 14b: Calculating Printing Costs

In steward's experience, much crisper type as well as better-looking pictures are obtained by printing a newsletter from a laser printer than by photocopying it. Because labor costs are covered by volunteer assembly of a newsletter, using a home laser printer to print newsletters, flyers, etc. is approximately equal to the cost of having a store such as Kinko's do it – and with far better quality. The problem is that, with a home laser printer, the person who owns it uses the toner, etc., for home purposes as well. For that reason, it is necessary to calculate the costs per sheet and per side of using the printer. (Note: when *steward* originally calculated this, he included electricity, but the cost is so minimal that it's not worth it to include billing back to SpiralHeart, so the cost of electricity is not included below.)

The cost per sheet is the price per case / 5000. *steward* has found that it's really convenient to order it via Staples online and have it delivered for free.

The cost per side printed is a little more complicated, as both the toner and the printer drum must be accounted for. The printer drum is a replaceable, mechanical part of a laser printer which is *not* inexpensive. For that reason, the cost per side printed equals:

- The price per toner cartridge / prints per toner cartridge, **plus**
- The price per drum unit / prints per drum unit.

You can find these figures on the packaging for the toner cartridge and the drum unit corresponding to your laser printer.

Example, at \$ 0.17 per piece for postage, a 16-page (4 sheet, 8 side + 1 side for envelope) newsletter would cost the following per piece:

Mailing Type / Item Desc	Price ea	Qty	Line Amt
Nwsltr #10 Env	\$ 0.101	1	\$ 0.101
Paper (hammermill 14" multipurpose \$52/ream)	\$ 0.010	4	\$ 0.042
Toner (tn-540 buy.com)	\$ 0.014	9	\$ 0.123
Drum replacement	\$ 0.010	9	\$ 0.010
Postage (up to 3.3 oz)	\$ 0.170	1	\$ 0.170
Total			\$ 0.445

That is, with printing and postage included, one newsletter would be 44 ½ cents.

Wastage (jammed paper, etc.) tends to be about 10% - 15%. *steward* did not include this in reimbursement requests. If you want to include this, *steward* suggests that you add 12.5% to the estimate per newsletter, bringing it up to an even 50 cents per newsletter.

**COMMENTS TO AID
NON-PROFIT ORGANIZATIONS
IN ADAPTING THE SPIRALHEART MEDIA GUIDE
FOR THEIR OWN SPECIFIC USES**

This work is copyright © 2006 John J. Deltuvia, Jr. and is licensed without charge to non-profit organizations (whether incorporated or unincorporated) pursuant to the following stipulations:

1. You may produce guidebooks or other instructional media (referred to below collectively as “guidebooks”) for the use of your non-profit organization using material from this document and/or the SpiralHeart media guide.
2. You may not sell such guidebooks for profit.
3. To the best of your organization’s ability you will make your guidebook available for the use of other non-profit organizations. If your organization has a website, you will make your guidebook available on your website.
4. You must include these stipulations in any work derived from this document and/or the SpiralHeart media guide.

Stipulation three does not apply to any organization identifying with the Reclaiming or Anderson Feri Traditions of Witchcraft, although it is suggested that Reclaiming or Anderson Feri organizations make any versions created available via a centralized tradition site such as <http://www.witchcamp.org> (Reclaiming Tradition).

These stipulations are in the spirit of the General Public License (GPL) created by the Free Software Foundation (<http://www.gnu.org/copyleft/gpl.html>), but this work is not covered specifically under the GPL.

FOREWORD

The SpiralHeart Media Guide was originally produced for the use of one specific non-profit organization (NPO), with the intention that related organizations – organizations which identify with the Reclaiming Tradition – could adapt the Guide for their use. Drs. Lawrence Murphy and Robert Price of Thomas Edison State College have noted that some of the information contained in the Guide could be of use to other NPO's, provided some explanations were given to adapt organization-specific terms and usages in the Guide to a more general audience. This document addresses that perceived need.

In the Foreword to the SpiralHeart Media Guide, reference is made to the terms “between the worlds” and “among the worlds”. These are metaphors specific to neo-Paganism which quickly explain the differing socio-politico-religious venues with which leaders of an organization must often interact. The importance of this is such that I expand on it here in a more detailed way.

Nobel Peace Prize laureate and former United States President Jimmy Carter has noted the increasingly polarized nature of American society in his book, Our Endangered Values: America's Moral Crisis. NPO's often operate out of the mainstream of popular culture, and – relative to the organization's particular purpose and values – the views of the members of the organization may differ to some greater or lesser extent from those of the people in power at various media organizations. For this reason, while remaining true to their organization's values, the leaders or officers need to be able to operate within the sphere of mainstream society as well. The leaders, officers, or trustees – whatever they are called in a specific group – act as a buffer between the organization and society. As Robert Heinlein described the role of trustees in his novella “Methuselah's Children”,

“...the board of trustees were the custodians of a foundation which existed as a part of and in relation to a society. The trustees were never a government; their sole duties had to do with relations between the Families and the rest of that society.”

Thus, it is important to bear in mind that – when you are dealing with the business world for the purpose of engaging their professional services – it is not the time to promote your organization's purpose to the persons with whom you are dealing, unless you are fairly sure that the person and/or organizations with whom you are dealing share those values. You serve as a bridge between two or more worldviews, and you must be able to operate freely and without hesitation in any of them.

The remainder of this document is laid out in sections corresponding to the SpiralHeart Media Guide, noting explanations or expansions as required. It is my hope that this document will foster the ability of non-profit organizations to

advance their aims, as self-actualization is one of the important goals of SpiralHeart and the philosophies from which it derives, such as Reclaiming, Feri, and Huna.

Commentary on Section 1: Letterhead and Public Interactions

While there is no organization-specific jargon in Section 1, there are matters raised that – although already established as a matter of course in SpiralHeart – may be of planning concern to NPO's.

One area is methods of contact. If your NPO wishes to invite public participation and/or attract new members, the more methods of contact, the better. Not everyone is on the Internet yet; providing access to your NPO only via websites and e-mail may exclude a portion of the people that you want to reach. Moreover, there are services available which provide fax-to-email and voicemail-to-email services for a fairly low fee (such as \$5/month). Using such services along with a web presence, your group can reach nearly the entire population for a relatively low cost.

The other area raised is that of incorporation. Incorporation has several advantages, such as protection of the group's members' assets from being seized in a suit against the organization, as well as the ability to apply to the Federal Government for non-profit status. A potential disadvantage – especially in groups whose values are anti-statist – is that incorporation may be seen within your organization as cooperation with the statist hierarchy. In addition, the names of the officers of your corporation must be filed with the office of the Secretary of State of the state in which your group is incorporated, and there may be certain filing fees involved. When SpiralHeart was incorporated (at a time before I joined the group), apparently the group felt that the advantages outweighed the disadvantages – despite a philosophical anti-statism. If your group is not currently incorporated but is looking to do so, I strongly suggest the retention of legal counsel versed in NPO incorporation; such a person will be able to review your organization's particular situation and make suggestions as to whether it is likely to be a good step for your group.

Commentary on Sections 2 – 2b: Direct Mail

Direct Mail is often not cost-effective unless you have Internal Revenue Service NPO status as well as a United States Postal Service (USPS) Non-Profit mailing permit. This is another consideration in incorporating as an NPO. It is particularly important to document the nature of your organization before applying for a Non-Profit mailing permit; for this reason, your group should follow standard organizational practices, such as the keeping of minutes of meetings which can then be included in your application to the USPS.

There are further discounts available in certain situations, where a mailing is going to a USPS-set minimum of addresses either within a 5-digit zip code area or a 3-digit zip code prefix area. Except for organizations which are locality-

based within one municipality or several adjoining municipalities, these additional discounts will not likely fit your organization. The USPS links provided in the Media Guide address these discounts in more detail.

Commentary on Section 3: The Effect of NPO Status on Free Speech

SPECIAL NOTE: The author of this document is not a lawyer. This section, while noting several general principles about the nature of IRS NPO exemption, does not constitute legal advice. I strongly suggest that when dealing with anything which might impact on a current tax-exempt status or planned future efforts to obtain tax-exempt status, that your organization obtain competent legal counsel to review the matter.

Title 26, section 501 of the United States Code addresses several types of non-profit organizations which may be eligible for tax-exempt status. Some of these are even organizations which are explicitly political. However, the nature of each type differs, and organizations operating under one type of tax-exempt status should not assume that they can follow the rules of a different-type of tax-exempt status.

One of the most important things to note is that certain types of tax-exemption provide some restrictions on political speech, such as candidate endorsement. Some organizations get around this by stating their views and then distributing information about legislative voting records of candidates; however, it is important to have a lawyer research such tactics properly. Penalties for violating IRS tax-exemption regulations can be severe, ranging from simply assessing monetary penalties against your organization, to cancelling your tax exemption status as well as invalidating the tax-exempt donation status retroactive to the point of the offense. This, in turn, would make your donors liable to file an amended tax return and pay additional taxes.

The easiest and least expensive way to deal with this is to have a member of your organization who is a lawyer willing to fulfill his *pro bono publico* duty by advising your group. For some years, SpiralHeart was lucky enough to have formally-recognized counsel in this way; for lawyers interested in your group's purpose, this benefits both your organization in the saving of money, as well as the lawyer in giving him a chance to work on something important to him while fulfilling Bar Association requirements for *pro bono publico* work. Rules and hours may vary from state to state, but practicing attorneys will know these criteria for any state in which they are authorized to practice law.

If your organization is not so lucky, I strongly urge the retention of legal counsel for the discussion of whether or not to seek IRS tax-exempt status (if your group does not already have such) as well as for discussions which appear to come close to the allowable conduct for the type of tax-exemption your organization

has. It may look expensive at first, but it is much cheaper than the types of penalties your organization may incur by “saving” yourselves the cost of a lawyer.

Commentary on Section 4 and 4a: Direct Advertising

This section is mainly self-explanatory in the Media Guide. There are a few words not used in mainstream society, such as Mabon, Ostara, and Litha; these are the names of some holidays in the Pagan calendar. In a more general sense, it is suggested that if you undertake the mailing of a newsletter, that that newsletter be sent on a regular basis – whatever basis you decide is desirable.

Commentary on Section 5: Formal Advertising

This section is also fairly straightforward in the SpiralHeart Media Guide; what needs to be addressed here is what has been left out – radio and television advertising. The geographic area covered by SpiralHeart makes both of those types of media ineffective for advertising; however, if your group is geographically compact, it may be worth investigating the cost of radio advertisements and/or cable television advertisements. Again, it is important to note how you present yourself to the advertising outlet. The press release in the Direct Advertising section of the Guide is an example which follows standard newspaper release rules.

Another possible venue is cable public access shows. Many cable systems have a channel on which they run public access shows; if your organization has people who can take on the work required for a weekly TV show, this may provide you with an avenue of free (monetarily, at least) advertising. Some broadcast television stations may do this as well, although I personally never pursued this avenue of research – but it can't hurt to ask, especially if your group is good at turning out professional-looking video for promotional purposes.

Your organization might also consider public transportation advertising (the cards that are in the overhead areas inside buses and subway cars). I briefly researched these methods of contact for SpiralHeart, but determined that the group was not geographically compact enough for cost-effectiveness. This is a field of advertising that has a constant and varied captive audience, and may be worth trying even if your group covers one or two states.

Commentary on Section 6: Shared Advertising

Although this section in the SpiralHeart Media Guide covers related groups specific to SpiralHeart, if your group is part of a collective movement it may be

helpful to pursue the same avenues. If your movement spans several geographic areas and your group covers a local area, a general-contact website about the aims of the movement, with links to locally-based groups, can raise awareness on the Web. Also as mentioned in the Guide, a collective of groups operating under the same general principles could pool funds to take out larger-size ads in national or international print publications.

Commentary on Sections 7a & 7b: Maintaining the website

If your group does not already have a website, it is recommended that you peruse Section 8 and its commentary before sections 7a and 7b. As SpiralHeart already has a website, the SpiralHeart Media Guide covers maintenance of the current website first. Although a detailed explanation of website maintenance is beyond the scope of this document, some general observations are made in the below Commentary on Section 8 about how to setup a website, and how to configure it at the start so that your maintainers can concentrate more on content and less on technical details.

Commentary on Section 8: Setting up a new website host

Section 8 is mainly technical in nature and is, in the main, applicable to any group which wishes to set up a website. There are a few considerations noted in the texts of Sections 7a - 8, however, which need a little more explanation from a general standpoint.

As is noted in the text, Microsoft-based sites are easier to maintain than UNIX (or Linux)-based sites if you are not likely to have experienced web maintainers in your group. (By "Microsoft-based sites" I am referring to sites that are running a Microsoft-brand webserver such as Windows 2003 server, and not necessarily a site actually run by Microsoft such as their new Windows Live offering.) This is an especially important consideration in setting up the website; even if you have people who can deal with UNIX now, consider whether you're likely to have people who can do that five years down the road. Although Microsoft-based sites tend to be more expensive than UNIX-based sites, even a Microsoft-based site is generally obtainable for approximately \$100/year or less. (There are some UNIX-based sites that, depending on usage, could run as little as \$20/year; however, most tend to run around \$50 - \$60/year.) Most (but not all) hosting sites provide unlimited email forwarding; selling forwarding addresses, as described in the guide, can both wind up paying completely for the site as well as fostering member identification with the organization.

It is now possible to obtain “free” sites based on either Microsoft or UNIX. This is not a recommended course, as these “free” sites usually run advertisements on the webpages – and these advertisements could be directly contrary to your organization’s philosophies and/or goals.

A quick glossary of web-technical terms used in Sections 7a – 8 are as follows:

Email Forwarding	This allows email sent to one address (for example, angie@warmonger.net) to show up in a completely different mailbox (for example, aprofessor@tesc.edu). What this does <i>not</i> provide is an actual mailbox; the mail forwarding address does not allow people to send mail from that address, nor can people log on to the forwarding address to pick up email.
FTP	This stands for “File Transfer Protocol”, and is a way of moving files around the Internet. It is usually used after editing a webpage on a person’s PC, when the webpage file is ready to be moved to the webserver. Sometimes Microsoft-based hosting will not use FTP but will use specialized protocols built into Microsoft’s software.
HTML	This stands for “Hyper-Text Markup Language”, and is the “language” used by web browsers such as Internet Explorer to show webpages.
KB	This stands for “kilobyte”, which refers in general terms to approximately 1,000 characters (actually 1,024 characters). Computer file sizes are measured in bytes (1 byte = 1 character).
Linux	This is a free version of the UNIX operating system, principally developed at first by Linus Torvalds. More information about Linux is available at http://www.linux.org/ .
MB	This stands for “megabyte”, which refers in general terms to approximately 1,000 kilobytes, or 1,000,000 characters. You may also encounter the term “GB” or “gigabyte”, which refers in general terms to approximately 1,000 megabytes, or one billion characters (at 45 single-spaced lines per page, and 60 characters per line, that equals approximately 370,000 pages!)

Section 508	This refers to section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794(d).) While strictly speaking this applies only to US Federal Websites, or websites developed pursuant to a US Federal Government contract, the US Government provides funds under section 508 to companies to develop 508-compliant assistive technologies to aid persons with disabilities to more easily access the Internet. For this reason, it is a good idea for a website to be 508-compliant, as this both increases your audience and avoids the possibility of bad publicity for not making your site available to the handicapped. For more information about Section 508 standards, see the site at http://www.section508.gov/ .
SSL	This stands for “Secure Socket Layer”, and is a technology used to encrypt information sent over the Internet. Most shopping sites use this technology. If your organization will not be selling anything on the site, and will not be transmitting personal information that you would want to encrypt, you do not need SSL.
Telnet	This is a program that allows files to be edited directly on the webserver, instead of using FTP to move the files between your local PC and the webserver for editing. This is generally only provided on UNIX/Linux sites.
UNIX	This is an operating system originally developed in the 1960’s by Bell Telephone Laboratories, before the court-ordered breakup of the Bell System. Under the provisions of the Communications Act of 1934, the Bell System was required to provide any technology it developed, royalty-free, to any company not engaged in the telephone business. For this reason, the UNIX operating system quickly spread throughout academia in the United States, and thus became the operating system of choice for people graduating with computer science degrees.
WYSIWYG	This stands for “What You See is What You Get”, and is pronounced “wih ¹ -see-wig”. In web parlance, it refers to programs used for editing web pages that allow you to edit the document as it will look to the viewer, instead of dealing directly with the HTML code.

Commentary on Section 9a & 9b: Maintaining and setting up email lists

As noted in the Media Guide, lists other than Yahoo!Groups™ are available; however, the for-fee ones tend to be very expensive, and people are more likely to be familiar with the interface for Yahoo!Groups™ than with other free mailing list services. Two important points, however, not addressed in the Media Guide are as follows:

- If your mailing list service allows a footer, make sure to put a disclaimer making it clear that people's posts are their own and do not necessarily reflect the official opinions of the group. This is especially important if your group is an IRS tax-exempt NPO. The disclaimer used by SpiralHeart reads:
"Please be aware that posts and their content belong to their respective posters. SpiralHeart is not responsible nor does it endorse any content posted to this list."
- If your organization offers services, goods, workshops, or other things for which you charge a fee, you may wish to provide the opt-out notice under the CAN-SPAM act of 2003. Although this technically applies only to unsolicited email, people may sign other people up as a prank, and people sign up to lists and then forget they did! To be on the safe side, you may wish to include a statement based on the following in the footer of email messages (in addition to the above disclaimer):
*"Notice pursuant to 15 U.S.C. 7704 (5)(a)(5):
This email may contain information about an event for which a fee may be charged, or a link to a website containing information about an event for which a fee may be charged. To decline further emails of this type, you must unsubscribe from this list by sending an email to [insert your unsubscription address here]. This list is maintained by [insert your organization name and postal address here]."*

Commentary on Section 10: Artwork, generally

Like section 8, section 10 is primarily technical in nature. The Adult Model Release was provided to SpiralHeart by a professional photographer, and modified to SpiralHeart's identity instead of that of the photographer. If the nature of your group is such that you may wish to publish photos of juveniles (such as a children's art or dance group, etc.), I strongly suggest that you obtain a Juvenile Model Release sample form from a well-established photographer, or else obtain legal counsel to obtain an appropriate form. Note too that Juvenile Model regulations can tend to vary from state to state, so if your group operates

in multiple states, be sure to use the appropriate Juvenile Model Release for the state in which the photographs are taken.

Commentary on Section 11: SpiralBound

This is a section specific to the Reclaiming Tradition in general and SpiralHeart in particular. As such, it is probably not very useful to other groups, as such publications would vary widely.

Commentary on Section 12: Cell Interactions

As above, this is a section specific to SpiralHeart as regards the way the group operates. Generally speaking, however, in groups where one small core, undifferentiated subgroup takes care of administrative details this section is unimportant; however, if your group has two or more task-oriented subgroups to carry out the basic functions of the group, it is important to note where the subgroups' duties and powers may overlap. Addressing such issues at the outset can make it easier to prevent potential conflicts of authority or lapses of activity (in cases where each subgroup thinks a different subgroup is doing something that the other subgroups think that they're doing).

Commentary on Section 13: Current Outside Duties

Like sections 11 and 12, this is a section specific to the Reclaiming Tradition in general and SpiralHeart in particular. As mentioned above in the Commentary on Section 6, however, if your group operates within a movement of similar groups with shared values, and if your group has cooperative working arrangements on certain projects, it is important to note in your group's Guide just what those arrangements are at any given time.

Commentary on Sections 14a & 14b: Budgeting and Calculating Printing Costs

These sections are basically applicable as written to any group which has a formal budget and/or produces its own printed materials. Section 14b is especially useful if your group does not have an office with its own dedicated printer and supplies; it allows for one person who has a printer to use that printer while expensing the costs of supplies used for the organization on a per-piece basis.