

FIC Board/Org Meeting Minutes
Sirius Community
Massachusetts
Nov. 15 - 18, 1999

(Notes from editor Harvey Baker. January 2021: This was a very challenging FIC meeting, and one of the 4 I had to miss. It has been challenging to try to make sense of some of the sections of minutes, as the note taking was incomplete and the note-taker did not go back and fill in missing words. I have done the best I could and left what was unclear, rather than deleting it.)

MONDAY NOVEMBER 15 : SESSION 1: 9-10:30am F: Laird M: Diana M

Opening Circle

Information and Policies from Nanette

AGREED: Agenda is accepted as a working document.

Allen Butcher's FIC history

Allen has been working on a history of the FIC, using minutes. He will send what he writes for review.

A concern was expressed about someone who wasn't at the meetings trying to recreate them from notes. It is unclear what level of editing and feedback we will be able to do if we don't agree with what he's written.

Geoph indicates that he has already seen some of it and Allen has taken his feedback.

Our name will not be on it if we don't approve of what he's written.

He is free to write it without even asking our approval or letting us review it, so it's nice that he's given that option.

We are okay with him going ahead. Oversight will keep up with it and report back.

MONDAY NOVEMBER 15: SESSION 2: 11am-12:30pm F: Hank M: Marty Vision (Laird)

Vision Committee is continuing to work on the vision for the organization.

Trying to bridge between intentional communities and larger society.

There is still a lack of definition of defining and differentiating intentional community from community in general.

The org has had a tension about how to serve the wider community as well as intentional community.

We will break up into small groups for discussion of the following questions:

Question 1:

What works and what's hard about trying to serve intentional communities and the wider culture's desire for more community?

We will then get back together in the big group to discuss it.

Results of small group discussions:

Group 1

People should be able to work in the areas of their passion which would allow different people to work on different aspects of the focus of the org.

We should also be able to support each other to work on things that we as individuals are not interested in.

It would be good to have more educational outreach.

Group 2

There is not clarity of what lies outside the scope of the organization.

There needs to be a focus on what is common ground.

Not everyone needs to hold the umbrella role.

Diversity is expressed in how various communities express their values etc.

The same struggle exists to different degrees in individual communities as well as the FIC.

Group 3

We need to identify where the entry points are into the mainstream that we can access. It needs to be narrowed down.

Do we want to pick a service and find who needs it or find the need and provide the service.

If we dilute what we are trying to do too much, the quality will suffer.

Focussing on other organizations to create symbiotic relationships.

Finding where we want to reach and focusing on those specifics will be less frustrating.

Group 4

Events is an area where this issue is present. We have tried to make them accessible to a wider audience.

Some discontent in trying to do both these things effectively.

There is question as to whether we are successfully reaching out through the a of c events.

There is a perception as the arms of the org being directed toward ics.

Serving ics serves the larger culture because individual communities serve the larger culture.

Group 5

Inspiration in the overlap of people trying to work on both sides.

Internal communication is transparent.

Alignment of people and their passions with the two sides. When it isn't there it doesn't get done well and people don't feel good about it.

We haven't successfully served ics, but have served individual seekers.

Different support mechanisms are needed in the org to serve the two sides and they haven't been established.

Bringing new people in is hard because there is not good support of them due to not having the appropriate resources lined up.

Question 2:

Hearing the plusses and concerns, do you have ideas about how to recast the umbrella in a way that's good for FIC AND that you would be excited about?

Group 1

How can we do these two things within the FIC.

Being comfortable with the lack of comfort within the group.

While there is truth about the idea that we have limited resources, there are resources that can be used that are outside the org itself.

Group 2

We should only reach out if we can still serve our core.

Rebuild the core energy and then reach out.

Where is the boundary of what we can do.

Greater policy direction from FIC could make it easier.

Other orgs can do some of the work we are trying to do. We can connect people to the appropriate organizations.

Group 3

Focus on certain parts of the greater culture.

Don't widen the umbrella, but find other umbrellas to refer issues to.

Look at motivation - we don't always need our name attached to the work that's done.

Group 4

Focusing on intentional community does not mean abandoning a focus on the larger culture.

People have left because they didn't feel the support.

Create cooperative paths within the same org.

Group 5

It might help to change our perception and embrace the challenges of a wider definition.

Being able to evaluate how we are doing on different foci would help.

People could focus on things that interest them and not every one has to do everything.

Allow for minimum commonality under the umbrella to allow for diversity.

MONDAY NOVEMBER 15: SESSION 3: 4:30- 6pm F: Paul M: DianaM

Evaluate Organizational Structure (Geoph)

Handout: cluster diagram

Original idea was that liaison wouldn't have an implementation role in the cluster, but we agreed that for now it's okay.

Faint grapes are those that aren't currently active.

Dotted lines indicate a strong relationship between the committees.

Flower indicates that some work was done, but it is currently inactive. It is proposed that those become faint grapes.

Comment: all the circles are the same size although they actually represent different levels of income/expense/time. Also some represent individuals, some groups.

What is working, what needs to be improved:

+ flexibility and ability to be remade as necessary

- liaison function

- mixing up policy and management/implementation roles (using bd members as liaisons). Bd members shouldn't have to be managers.

- Unclear lines of authority and accountability.

+ relationship between Exec Secy and OS

+ structure creates more space for more people to get involved.

+ OS works well, with clearly delineated positions. Good combination of

roles represented.

+ successfully redistributed power

+ more autonomy of projects

- very little cluster identity

- no structure for dealing with difference between board directions and implementing work.

+ grapes are nicely focused and defined

- too many grapes for the number of people trying to fill them

+ clear definition of all the different areas we pay attention to

- faint grapes is not a good enough way to differentiate between active and not

+ made lots of progress toward having board focus more on values decisions rather than implementation

- also not as far along as should be on above

- structure doesn't include marketing

- need to do better in mentoring and training

- don't have good clear job descriptions for many grapes

+ well designed for growth

- designing for growth can be overwhelming in the beginning

+ getting easier to know who to report to and who is responsible for what

+ leadership is dispersed

- leadership is dispersed

Budget I (Tony)

Handouts: Profit/Loss, Balance Sheet, Cash Flow

Focus on 1999 figures today.

P/L We've lost a bunch of money this year, which was unexpected (43,386)

Budget \$30,000 for A of C in Cedar Rapids, also thought Cedar Rapids broke even. Really, CR event lost about \$12,000, and the same is expected from Frost Valley.

Cmag is down a little in income, up a little in expenses (printing and expenses)

In CR created expense item for extra compensation, but some is still rolled into area budget, and so Cmag actually rolls in some of the extra compensation

Dir income is lower than projected, and expenses are high because the 3rd printing we only did a small run so the per book cost was higher.

Development didn't take off as much as hoped, but since income was budgeted to match expenses this didn't affect the bottom line.

Some expense items that appear to not have been spent were really just accounted for in a different way (Tony apologizes, but circumstances change midstream sometimes), others really haven't been spent.

Other income: t-shirts, audiotapes, books we resell. Up due to stronger sales at A of C events.

Membership expense is higher than budgeted because did larger run of y2k issue of newsletter. Also started accounting for some things more accurately.

Office went up due to one-time database expense and increased salaries

Allocation for training/conferences? Elph & Jillian (?) went to cohousing conference

Balance Sheet

Equity has gone down by \$40,000. This is not good. Actually, there's more in the loan fund than the equity amount, so equity is really negative.

We have significantly more liabilities than assets. Will change when Dir2000 is printed because then we'll have the books as assets. This is because we took out a loan for the printing of the books, but we don't have the inventory to balance this.

Who did loan fund loan go to? NASCO. Took secured paper against some property for an 8% 2-year loan.

Received a donation to loan fund.

Cash Flow

Error: P/L end of year should be 43,000, not 41,000

Non Cash Expenses are expenses accrued on paper but not actually paid out now for various reasons.

Decrease in receivables is negative meaning receivables have gone up (money not in)

Decrease in payables number is negative meaning payables have increased

Reserved money is bills needing to be paid.

Sometimes we don't have the cash to pay bills when they come due.

Recommended method for how to deal with situation:

Previously: Staff, necessary services, small vendors, large vendors, loans (in priority order)

Asking bd to validate this and give the Exec Cmtee power to work with finance in making decisions about this on a daily basis.

Also consider taking out \$15,000 loan (not planned to do this, but approve principle of it and let Exec Cmtee finalize decision if it is needed)

4th Quarter details are not entered, but the end of year is expected to be about like this sheet.

Clarified: Cash Flow Report is a snapshot at the end of each quarter, not an accumulated flow.

Proposal: Executive Cmtee will make decisions with the support of Finance and the office mgr. Priorities listed above.

What about loans? PEACH would be priority 4, but other loans are prioritized differently based on agreements when loans were taken.

Discussion

What about critical big vendors who we rely on? Those would be prioritized higher when necessary.

Then amendment to directive to EC needs to be changed to include prioritizing payments to those vendors that are critical to our functions.

Clarifies: not looking to get solid agreement, just guidelines. Real order is Dir3 loan, then critical vendors.

Dir2000 loan is not on the sheet right now. When the books are printed we're going to put in the total expense (\$100,000), which is a loan we took years ago.

Endorse existing policy, giving EC discretion to make decisions as necessary.

AGREED: Given that dir3 income has been allocated to costs and the production loan repayment before going into the general fund, we agree that Exec can decide on cash flow to meet the best needs of the org while using the priorities listed above to decide who gets paid first.

Discussion on possibly taking out loan

If taking loan, how will we be able to change situation so that loan can be paid? Approve only if there is a plan. A: This will come out in part during the Budgeting process. There is no specific plan but the budgets for the next 5 years are reasonable and don't overestimate income and adjust situation.

Can't approve this without seeing budgets.

Note that taking out a loan doesn't mean incurring additional obligations, just restructuring existing ones. Loan could be good because it won't incur bad will from not paying bills.

COOLER: bring this issue in a later Budget session.

General Reactions

Concern about not recognizing our spending boundaries, so is good that we are considering alternatives to taking another loan.

A of C had been very successful in the past, and budget was solid, but this A of C just didn't pan out.

Good that we've paid PEACH loan down.

Appreciation of Tony and the tough position he is in.

Alex: self-esteem really dropped after learning about loss in CR and Frost Valley, but had lots of support from org and wants to present lessons and options in Events sessions.

Where are we going to talk about Marketing, Outreach, Development?
Thought it would come up during the structure evaluations

Appreciation: having the numbers in time to do something about it.

Laird: stories are actually similar, not looking so closely at something that was going well, then getting stuck in a downslide.

Tony: difference is the numbers are higher so it happened faster than the last time we were in this situation. But reporting is much better.

See the org as a business venture to help us all get on the same page.

Ability to have an audit for fundraising purposes? Have ability, just not budgeted for audit.

**TUESDAY NOVEMBER 16: SESSION 4: 9-10:30AM F: Tree M: Brad
Events I: Art of Community (Alex)**

Housekeeping: [nothing relevant to minutes]

Main Agenda Change: Events scheduled for all 90 mins in Ses 4.

Announcements: see Heather for Expense forms.

"AofC Report" is available in hardcopy at this time [in Minutes collection of Reports].

Info and Background Sharing

Sites are still tentative for future AofC's.

Correction to "Aof C Report: " Column headings on p 1 of Report (shading too dark to read text): Name of event, total number of attendees and payees, income, expense, net, and staff payments.

Another correction to "Report:" Negative \$10000 net for Ghost Ranch

Paul taking a 6 month break from co-coordinating AofC, though will do Ghost Ranch [Diana: confirm this point] and site negotiation for Ann Arbor.

MAHP AofC in Iowa Report:

200 participants, though only 40 paid participants (many MAHP staff, presenters, core FIC staff, volunteer participants, and wonky prep for that AofC). Over budget expenses: on-site supplies (didn't know that FIC responsible for this until arrival: \$400 net added cost), bridge-building with MAHP and Alex's event-prep travel. Improve: clarity about tasks, lines of reporting, and accountability (since improved), budgeting and tracking, collaboration and co-sponsorship, and unclear whether mainstream audience wants AofC, and unclear how the FIC can reach the mainstream. Expenses were fairly close to projections, but revenue was way below projections.

Elements of Marketing used for all A of C's (unless otherwise noted): bulk mailings to those who have contact with FIC, FEC, host site and other groups--roughly 4000 - 8000, depending on site (though less at Frost Valley). Bundled fliers are also sent out for posting in: libraries, coffeehouses, communities, etc. Bulk emailing (only for Frost Valley in a big way, 1600--info same as brochure). FIC email announcements list utilized. Highlighted on IC.ORG (Frost Valley was first-ever web registration). Issued press releases and public service announcements. Made announcements in newsletters of other organizations (except Frost Valley). Insert brochures into orders for other FIC products. Phoning IC's (did a few for FV). Links to other web sites. Ads: CMag, Coho Journal, Harper's and Utne (last 2 were expensive, with low response rates and therefore dropped).

Ranking of responses: word of mouth, mailed brochure, web site [no info missing]. Only the brochure tracks how registrants heard of the AofC. More recently, there is some priority-setting of target audiences. Some marketing begins 6-months ahead of time. Lead-time for ads in some publications is considerable. Two waves of bulk mailings. Much the same strategy filled the house at Golden Rule, yet brought slimmer results for Frost Valley.

Same media marketing results from volunteers as paid staff (Nashama Paiss hired-she couldn't interest local media). Local media may or may not be interested in Aof C. If price is higher, then marketing needs to be adjusted for that audience. AP reporter and a photographer will be at Frost Valley AofC, they found us, not vice-versa. Level of compensation: Alex: I wouldn't pay that amount of money for marketing again. Brochure design needs to be clearer and appropriate to the specific audience sought for a given AofC. One newcomer thought Art of Community had something to do with the arts. Note: FV marketing was implemented as planned. People knew about the event (informally confirmed) and info got out to many venues.

Low Frost Valley registrations: Too cold, too distant for Northerners to drive, too expensive (lowest housing & food is \$90, even with scholarship), not hosted by a community, perceived as same old presenters, not a time of year when New Englanders tend to travel, not enough networking and mail list sharing with regional and like-minded organizations. (Exception: Golden Rule--returning to a known site).

Lessons to integrate for the future: continue to produce awesome program; team effort successfully avoided burn-out (ie. healthy/personally sustainable); issue of volunteer/paid staff balance (staff efficiency vs. volunteer nurturance) needs more board attention to guide future work; more attention to consolidating and continuing the marketing: more board guidance needed, and possibly hire a FIC marketing coordinator; and, more consideration to returning to previously-successful sites (some people challenged the last point's interpretation).

Costs are rising due to: more paid staff members, more paid staff time, higher pay rates for staff, staff prepares better (trade off: better quality product / less last-minute scramble), less volunteer 'over-time' (e.g working after midnight), more site visits as a part of prep (especially with sites unknown to organizers), liaison with ELC takes time, more time spent on financial tracking and reporting, more time spent writing internal reports, and previously received significant free services from host communities.

See handout "Frost Valley Profit/Loss Projections" (based on 193 participants).

Note: Numbers without "\$" ahead of them are numbers of people (presently 168 registered).

235 persons on-site is approximate break-even, depending on rate paid. Contractually obligated to pay for accommodation for 255 people,

regardless of actual attendance (see room & board line). Giving out more scholarships and waivers than expected. Expenses are fairly close to budget, but attendance and therefore revenue is way down. Bill B is willing to help out with talking with Frost Valley if we have less than 255 attendees (\$6-7000).

Year 2000 Events projections from MAHP FIC Org Mtg: These projections are believed unrealistic by Alex at this time (see "Ghost Ranch Spring 2000-budget draft 1 (11/16/99)," on reverse side).

Note that Ghost Ranch also requires a fixed figure for accommodation bookings, but with only a 30 day lead-time, not as much of a bind as Frost Valley. Ghost projections are conservatively done, based on MAHP and Frost AofC's, adjusting for discounted participants' fees. Program fee: \$150; accommodation fee scale (for weekend): \$25-145.

Target audience for Ghost: IC's and other alternative folks in this region. No research on other alternative events in this region. There are five budget scenarios for Ghost.

Alex is questioning whether we can do the projected events in the MAHP Org Mtg-projected way. The Ghost \$600 profit is for discussion purposes, based on clear assumptions.

Process problem: micro-managing rather than clearly-identified values questions (level of detail).

Some issues: Mainstream audience, hiring a marketing coordinator, desired level of income, desired level of risk and amount of money at risk, stick to known sites, lower fees and have Paul run another CCGR event.

Events is the area of the FIC that has the most potential for quick income. Actuals vs. projections are markedly different. Board needs to

confirm that staff is genuinely in alignment with board direction.

Board has given direction in the past; main issue is how the event is managed: desire for detail is driven by a concern that there is not an energetic alignment. Is the direction for AofC clearly understood by both board and staff (conflicting messages sent? And received?)?

Approaching some areas of FIC in a business-like manner (e.g. business skills). Not a concern about Alex and other staff, it is merely a question of degree of business experience, and whether it is appropriate to give on-the-job training in an area so critical to the whole FIC. Recognizes that Alex and others have made their best efforts.

Are we serving the movement in all of our AofC's?

Can turn a profit at Twin Oaks, not so clear at less-supportive venues. Not clear that we have the skills to succeed w AofC on a larger scale. Need for clear FIC priorities around AofC. What is the desired balance between making money and giving people (business?) experience.

Jackie has suggestions about targeting regional audiences (this is an offer; she didn't make them in the meeting). More important to choose staff with the right ethics, and then train for task assigned, than find staff with right skills and try to give them the right ethics. There still is a matching of task and skills, but only among those who have the right ethics. There still is a need to identify needed training, and create a training programme which fulfills those needs.

Why buy when we can lease (link with local or like-minded org's that have the skills, knowledge or connections that we need)?

'Marketing' sometimes seems to be very deliberate or intentional and large-scale, at other times it seems to work magically. Bill still supports the co-sponsorship model, provided one has a good match of

organizations. Bill prefers to rely on the former and hope for the magic, rather than rely on the magic. Bill sold Sunrise AofC as a nuts and bolts how-to event, not as theory (per books). Bill advises using our heads and staying in tune for the invisible stuff. Balance between magic and planning-thinks we have a ways to go before we can rely on magic. Informal marketing: testing the water by talking to a few people in the region, in the field.

Review: location and time-of-year for AofC's.

Review not only what we did, but also how we did it.

Board gave direction in requesting a variety of events... energetic alignment of staff... possibly even different staff for different kinds of events.

Suggestion: Four main events per year: two, large-scale, entry-level events with a revenue and broad educational focus at the same (known?) place-which has lower risks. Then, also plan two smaller-scale more specialized events (with narrower educational focus) to supplement the large-scale ones, yet also have a lower profit expectation from these latter events (also the amount of money at risk is lower because of the scale of these events).

Golden Rule was so successful financially due to volunteered time and host community generosity. Events are a clever way to get donations. If we had paid market rates for all services for all AofC's they would not have been seen as a cash-cow. We need to do something significantly different. The profitability of Aof C is similar to CMag (which we have already accepted as more-or-less breakeven operation-though it could be pushed into a quite profitable operation). Myth: AofC highly profitable (unless receive gifts or very high turnout).

90 minutes. Closed by Facilitator. Events issues comes back to this Org

Mtg.

TASK: Agenda and Oversight will identify board-level issues contained in this Events discussion and bring them back to this Org Mtg.

[Minutes roughly reviewed by Minute-taker, Brad, from beginning to end]

TUESDAY NOVEMBER 16: SESSION 5: 2:30-4pm F: Michael M; M: David Kimball

Vision II (Laird):

Michael: Here to continue vision work - Vision com. met over lunch - input and feedback from plenary - Laird will present.

Laird: This is not on our regularly scheduled program - agenda com. Met at lunch to overview - as we sat with this talked about things like marketing - talked about getting more clarity around vision - see if we switched we could get more clarity around vision - vision pretty animated discussions- lots of input - focus yesterday morning was focused on umbrella of servicing intentional communities and communities in the mainstream -tension between two how do we relate these two works - tension in the organization - who are we when we grow up - what we've come up with is two circles with overlap: blue is intentional community focus - purple is community in the mainstream - not meant to be clearly defined piece - vision com. Not defining what relationship could be - could be two separate orgs or two separate thrusts of the same organization - we may not have these worded exactly right - two part exercise brainstorm when you think about tension about where we belong does the idea work - what do you get excited about within these circles - what works for you when thinking about the fellowship - does this address tension - does it make sense -take that as far as it goes and then we will address the concerns - then check in about next steps

Hank: Clear to me because I'm from vision committee - but confuses me even though I know what it is about

Sean - People have different ways of learning

Laird: what fits in one circle but is outside the other and what fits in both - egalitarian structures - accessibility - being who we are - circles divided into value and missions halves

What works for you about this; what makes sense about this?

Jaff G. - up to now we've talked about this as one circle - now we are talking about the differences - what is the progression?

Carol: Under the same group

Laird Maybe

Dan we've also talked about other ways to melt this tension pot - not necessarily the only dimension we need to work on

Diane: When I look at this I feel relieved -

Michael - What works for you about this model?

Diane: Such a strong sense of relief - I feel that looking at something that allows me to work as who I am - this allows me to be effective in the way I can be - I really fear that this organization that I feel so good about will become more like work - appreciate large common - feel more comfortable about this definition

Alex - diagram feels accurate in top half as representation of values - in bottom half - I experience all those things as more in one circle - not as clearly defined differences -

Jeff - to address alex's concerns I think there are clear mission distinctions. I don't think it's inherent in the model that there are unclear mission distinctions - how communities get formed in businesses - inner-city community development - Congress talking about how we create more community in our school system

Tony; It makes me feel a sense of relief or comfort - feel myself in - I don't resonate as much with the values on the right side of the circle - that the mission for the mainstream doesn't resonate with me as much - it feels comfortable to me in illuminating the differences - both can be done within the organization maybe or the world

Dan: brings to mind differentiation, integrated differentiation - muscle builders see sections of muscle interacting with each other - see striations pulling at different levels of tensions

Sean - what I like about this is it starts to go in direction - organization with a vision many points in mission - don't hit all mission points with every event every project - be very intentional with planning what mission points you are aiming for with this activity -

Stefan - nice thing about this is really highlights nice communication between one side and the other - community as business supports best practices- lines of communication back and forth across circles

Laird - Hopeful that this kind of model will lead to release of passion and make it easier to pursue what people really want to do - some sense we are being held back know

Tree: release passion

Diane: one of this excited is new models, new organizational structures- work within our differences that is respectful of our

differences and works within - great way of respecting individuality and differences within groups

Alex: I think that it would be fun to put circle on the floor and have people stand on side where they feel they are - tie some string to the side

Jeff G. - What I like is to incorporate what is different to create organization with what is in common and what is different -

Susan - rare to create a model where you feel a sense of belonging - model sways and has flexibility to it

Carol: Natural that they should support each other in that one side should be out in the world - out in the community - perhaps could feed back money to smaller communities they could support each other and learn from each other - when Jeff talking about where he comes from - how you market - learning swings from each group and each side- those differences are needed - differences needed and mutually supported

Michael: How much more on what is working well

Stefan - I came from outside but a certain safety in this concept - bridge between the two - way of presenting things is a way the could create safety - imps and ops - if I'm a normal computer company meeting with people who want to live in the woods - not completely jump into the hot tub but can still go along-

Carol: Businesses can relate to a certain kind of image without joining a hippie commune

Dan: Mainstream entryway or gateway to int. community

Sean: This I think provides not just a way I can put myself

where my passion is - I put myself where I stand on the far left -
where I stand is not where I work - even though passion is building
community. on left side - gives clarity about which part of mission they
are working with

Geoph - really loves it because shows people being creative - I have a
concern - let it be more like an ellipse and when we get our mission
together we can have more areas of overlap

Dan: could be an ellipse and it could be out of focus

Laird; Next focus - concerns or even fears surface - not trying to
solve them but identify

Geoph; Distorts how widely held values are by communities

Jeff: distorts the separation many businesses working with plans -
limitation of the charts - concern that we seem really stretched as an
organization - time, thinking, energy to figure out how to do this -
once we do this - more energy will come - I see a difficult bridge for
the next year

Alex: how can we let other people know - Twin Oakers were bummed that
I was organizing an event that they couldn't afford to go to -

Laird- We have enough trouble defining what we are - as it becomes
aware of other circles feel that we have been false in our integrity

Jillian - some people picture this more radically - doesn't seem like
we've become two organizations - radical switch -

Jeff - let us say we wanted to do more activities - fundraising, staff
together - start paying salaries - how do we hold some people in center
of organization - how much discretion in how that money is spent does the

organization have if one project makes \$500,000?

Jillian: big picture differences once we've visualized

Tony: could be a slight split or an enormous split - talked about fears - if this represented a large split it could mean one thing - or alternatively if we keep both ends in one organization

Jillian - who is talking about where this goes next?

Micheal - where are we going and how radical that is

Sean: When I see the values I don't really see the values behind why what we are doing on the right side - reaching out to the mainstream - should be more clear about what our values are - clear about what we are doing - recruiting - values behind that

Jeff : I don't understand

Sean: We are FIC . Our IC focus is clear but what about the mainstream - do we want to teach mainstream or attract?

Jeff: As an organization we adopted a purpose statement - we exist to support community in this world - what work do we do & what values?

Sean: Organization and individuals have internalized or accepted mainstream values

Diana: Relief that I felt that this is an organization with the values I like; - Looking at bottom half - it polarizes the mission more than I want

Stefan- within the green party you have fundis and realos - you run huge risk of a split within the organization - because it can degenerate very quickly and very nastily

Laird: I'm concerned about the challenges of admin. With this model - unfolding nuance about what belongs in which circle - for me creating an environment where we work through our differences - this might be - staying with working through differences- incentive to work less with that

Jillian: Like putting out different pieces as a way to clarify what we are working on - in my mind - creating a polarized double org doesn't feel good for me - appreciate model in clarity but not good model of org. structure

Dan: Idea of distinguishing between personal and corporate values seems to be problem - not sure this will resolve it - we all bring lots of personal values and we assume they are organizational values. what I sees this doing - I could set a bunch of default settings on the left side and totally opposite default settings on the right side - if we design A of C as a money maker that means it has got right wing default setting on it - we have determined right wing default settings do not compromise or corrode our base - market perimeter around socialist country personal values bring default settings to an environment - don't distinguish

Hank: Not just personal values but lack of clarity between personal and org. values - conflict and lack of clarity

Tony: Fear polarization already exists - fear this model - does not go far enough towards releasing this tension - see it in a non-radical way - polarization already exists and is potentially not addressed enough -

Diana: Image comes to my mind - do you get different pay for different settings?

Brad - I thinking we get frustrated - vision has struggled to

highlight points of contention - some of the people have been quite vocal; - others such as Alex and tree who have a big stake in this value have been quiet,

Tree: People mostly speaking my mind

Alex: Ever since I became staff - depending on day people should just listen or other day should participate - Paul can tell joke - I'm not sure I have much clarifying to say -

Micheal - Do you want to run with this for entire session

Laird: We have another slot for structural re-organization - still fit everything in - people weren't sure where to take this - if people want to chew on this - thought is - empanel an ad-hoc committee that would come back with suggestions for next meeting

Tony: process note - valuable for me - where people are at when things are difficult.- don't feel like I have a sense of where each person is. how much split do you feel you can handle within org.

Sean: Nail this to hardwood ground - what I'm feeling is decision to widen FIC focus - seems like strong consensus with organization at that time - wasn't real strong consensus

Laird: How does this model work personally? Or does it work personally? Important to capture in minutes

Tony: Include how much split they are comfortable with

Tree: Either time for go around or where we go next - oversight could chew on this next

Jeff: Two clear question: How wide do you want to see this split and where do you see yourself and the organization?

Jeff: I see this split happening fairly wide - perhaps even two separate legal organizations but I'm really committed to an overriding umbrella - I think it is critical to have this overlap - I fall more towards the middle than most people think I do but I definitely lean over to the right side of those two circles

Jillian: I am viewing it as incorporate into less of a wide split - support the left heavily but also interested in working on the right side - interested in listening about how this split is workable

Find myself on the left side of the line when represent communities in comm. Magazine - making sure there is something in there to attract the mainstream - more comfortable

Hank definitely has concern about split not being wide enough - see myself working on both sides at the same time - I work with both egalitarian and hierarchical structures - like to be able to work in both these areas

Carol : Support Hank - weaving together of two areas - see myself more as on the right side -teaching cooperative values and am not in a community at the moment - want to support differences and don't think it has to be a huge split

Brad; Intuition is split in FIC is quite wide - Within me I operate in all three areas within my own life

Dan; Most of my life in living on the left side and going over to the right - drawn more to the right wing of the organization is org were stronger on right then I would gravitate to left - see the split as potentially quite wide with interlocking board of directors with same

dynamics as we see now - won't need to separately incorporate if we invest more time in value dialogues

Marty - don't see a split needed - see split being reflection of what people want to create - different parts of the whole - left side and right sides but makes one big ball

Stefan - split would weaken - smaller vision keeping center with more autonomy for different units but accountable to a vision keeping center - address what is needed - hard enough to know what FIC is without having two FICs

Aysa - Pretty much solely on left - be extremely important that FIC cover entire spectrum

Heather - lot of internal conflict - go on left personally but in terms of organization but focus on the left side - we can do a lot in the middle or right sides by networking with other organizations - would entail hassle we had at Coe college - may have to give up control issues

Tree - mind is not made up - why don't you do one event a year partnering with other organizations - do other events that are smaller and focus on IC community specifically - separating more will help groups feel empowered

Tony - Feel need for some significant change or I feel this organization will suffer attrition from too much tension - could be good for world and org with significant split

Diane - totally on left side and no interest on right - would like it if whatever split happens does not split up the mission

Alex - home is in top left half - my work is in bottom right half - what

seems to be good for organization is put our money in one clear split and decide

Jenny - I like Dan take perverse enjoyment in being able to swim between both circles - determine which market we have by each event

Paul - split not conceptualizing as why - do think there be some clear differentiation - for me personally in the center of the righthand circle - split best for the organization- clear direction of energy in these two areas

David - Split could be very disruptive to organization and is unnecessary

Sean - Stand towards left side - don't see it as needing to be a split - collaboration -don't think we've got resources to meet the whole mainstream - not in vacuum - thousands of great organizations doing great things - think of it as forming second node or module doesn't feel useful - maintain clarity about different events and how each activity satisfies the left and the right

Laird - both on the right - lived my adult life on left - my work is moving towards the right - think we need a board that embraces energetically a split or a larger circle - often use community as a model for guidance within the organization - something I've tried in my community home is trying to say yes to someone in the organization - when Jeff and Tony say they are feeling constrained by this tension

Geoph - Find myself all over charts - respect market wages and people who have made this choice - choice depends on where people in the room are - working with diversity and trying to integrate this - will be able to support any of these choices -

Karen - FIC is growing developmentally - adulthood to maturity - think

this model is - good that it was coming up - tension needs to be addressed in other ways regardless of model - left is learning to live as individual what is on right is service but we can't serve unless we've learned how to live as individual - seems important that people here have a lot of strong energy -

Laird - Take to oversight committee and vision - come back with something for tomorrow

**TUESDAY NOVEMBER 16 ∑ SESSION 6 ∑ 4:30-6pm F: Brad
M: Diana**

Committee to Select the Nominating Committee (Jillian)

The nominating committee has a large impact on the organization by deciding who they choose to put forward as board candidates.

Must be an FIC member

Must have done some work with the FIC in the last 6 months

NomCom is 6 people, 3 year terms. 3 people moving off in spring (Harvey, Jillian, Lois)

Terry, Diana C, Bill are staying on the NomCom

Criteria to select NomCom members? Some criteria, but the cmtee hashed it out a lot amongst themselves.

CSNC: Hank, Tree, Diana M, Jeff G

The final CSNC will come back to the board for approval later in this session

FIC Video Project (Geoph)

Geoph's video project is going well, but he's worried about the editing being done by May. But that's irrelevant to this topic.

A 10 minute video that describes the FIC that can be played on public access TV and other venues. Suggests an ad hoc cmtee to work on the idea.

It makes sense to do something like this. Doesn't require much board participation.

What market? Intended to solicit what response from viewers? It's really a marketing concern. Is this the best marketing path right now?

If we had a marketing cmtee, they would be the ones to review the project, but it doesn't exist, so we'll have to go with the ad hoc idea.

Cmtee should address funding and editorial overview.

Could do more than one video for more than one market.

There was an objection to going ahead with this without forming a marketing cmtee that would take overview and create a whole plan.

Ad hoc cmtee would be putting together proposal that could go to the marketing cmtee once it is created. Marketing cmtee doesn't have to work out such details.

Shouldn't have to wait in having excited people talk just because there isn't a marketing cmtee.

If there is a marketing cmtee by the end of this meeting, then they

could look at this project and use it to cut their teeth and coalesce the cmtee.

Take footage at different events and figure out how to use it later.

Marketing cmtee will be put on the agenda.

Proposal: Create an ad hoc group which will flush out the video idea.

Jeff thinks it is the wrong approach, but will stand aside. Not aligned with putting energy into an idea that the marketing cmtee might not think fits in with their marketing plan.

COOLER: look at this issue after (or during) the marketing discussion.

Issue: putting this off til Thursday afternoon when A of C crew is gone doesn't make sense because marketing is very important to them.

Committee Reports

Executive Cmtee

Two funds created for bd mtg travel subsidies: Bd and imp.

Executive Secretary

Looking for someone who is in his area and familiar with ic's, fic when searching for an assistant.

Part of the problem is that Laird doesn't have enough time to do all the things we need him to do. Could he work with someone who is not in his geographic area to widen the search? Possible, but less optimal. Laird wants lots of communication. Will work with Personnel

Idea: advertise in ic world for people who might want to move

Need other solutions for how to accomplish same purpose if finding an assistant isn't working.

Part time (10 hours/week)

There was a question about Laird not finding the time to continue working with cmties that were getting bad press. Org should make this a higher priority.

Office Manager

Phone cards for imps? People can get them as needed, if they have budget for phone calls.

Noted that Cecil indicated he wishes to transition out of this position.

Vision

Concern was expressed about inactivity between meetings. Also a concern about Diana M not being accepted when she said she wanted to be on the cmtee. Laird has not been prioritizing this and he is the convener

Events Liaison Cmtee

It was noted that there is no report. This is an important cmtee. Especially because there is a perceived need for stronger communication by the A of C staff.

Site

What is the role of Site in determining timing and location of bd mtgs? Shouldn't the bd be able to decide that? General feeling was that the site cmtee was empowered to make this decision. Most of bd is glad to not have to deal with it.

Since it is done between meetings, it would have to go through OS or EC. Oversight or EC should decide, with input from Site.

Site checks with people first, check-ins are the norm throughout the process.

Timing of Art of Community events has been tied to bd mtgs and bd mtg locations are tied to A of C. Maybe strings should be cut because there might be better timing and locations for A of C's.

Straw poll: EC have final decision over location and timing of bd mtgs?
Hard to make a clear choice because we are still about separating mtgs from A of C more. Most are fine with it but don't really think it's necessary or the right time.

Editorial Review Board

There was some compensation given for work done by ERB for work they did on Dir2000 articles that was clearly outside the work of the ERB

Publications Manager

Cmag income is down due to lower subscriptions. No idea why. Is there a plan to try to figure out why subscriptions are down and how to increase. As indicated in the report, there is a plan to expand the Dir2000 marketing team to look at all publications. Could become general marketing cmtee that is under discussion.

Newsletter? Scott hasn't been responding to attempts at communication by Marty and Laird, so it is difficult to know what is going on. Will deal with it at A of C, when Scott is present.

Communities Magazine

Diana C notes that this is the first time she's hearing the Cmag is losing money. Indicates a need for better communication.

Changes in accounting practices account for some of the appearance in labor increase.

Shouldn't Pub Mgr oversee finances? Is this a breakdown in the transfer?

Diana thinks the magazine is getting better in both content and materials. Can't explain dip in revenues. Laird thinks spring & summer issues were weaker and subscriptions generally follow newsstand sales. Fall looks better to him.

Marty: subscriptions were constant for the year, just down in the last quarter. Main loss is due to increase in expenses (15%), 55% of which is due to increase in labor.

Directory 2000

Proposed pay is per month per person (Elph, Jillian)

Budget is for 18 months, that ends in March 2000 when the book is printed.

It was noted that the budget projection of \$25,000 in presales was too optimistic based on the numbers. This has already been changed to \$10,000. Also noted that the original projection was based on historical figures. Also noted that the accounting has changed, which accounts for some of the difference.

Kudos and acknowledgement of the thoroughness of this report and the monthly reports they are putting out.

E-commerce

Bookshelf pulled out because plan was not complex enough to deal with its needs (Velma's concern). As database manager, she would be heavily involved in any e-commerce system. Without an anchor business, she decided to put it off.

A concern was raised that Bookshelf is going to create its own online system rather than work with Elph and Jillian. Suggestion that it be looked into more.

TASK: Oversight will look into the issue of Bookshelf working with the e-commerce team.

Community Dialog

Is there energy in the org to support dialogs? There's budget, that's support.

Laird, Sean, Geoph, maybe Tony are interested in doing dialogs.

To Tree, support would look like check-ins, sending names of people who might host events, actually hosting one.

Ads in Cmag, article in Cmag, ad in newsletter. Not in Directory.

Suggestion that periodic email reports will keep this in people's minds.

Tree intends to continue with this project. Would it be better to have someone else coordinate it? That could be good, but Tree is also fine continuing for now.

TASK: Tree will speak to Personnel about finding a different Community Dialog Coordinator.

Note that this project is a good way of doing subtle marketing for the organization.

Membership

Appreciation that Tree stepped in and wrote a report.

Contact is important for getting new members. Giving people a chance to be involved.

Perhaps membership is incompletely conceived in our organization. Money maker? Outreach? Falls under marketing strategy.

Student Coops

Is there a plan to get the extra 2.3 Directories to student coops?

Nominating Committee

How is it going? It's been hard to find people who are interested in getting into a long term dialog.

Note: reports not listed either had no questions or are covered in their own sessions.

WED NOVEMBER 17: SESSION 7: 9-10:30am F: Tree M: Marty

Events (Bill)

Would like to review different elements of events. The objective is to rethink the nature of the events.

There is also a concern and a desire to talk about the viability of the upcoming events that are scheduled.

Do we want to do events?

Would something be lacking in our mission if we didn't do events?

Comments:

Finding a flyer for an event was good for someone to get involved with the organization and made it easier as an entrée

Yes it is clear that it's important. Size or profitability is not the issue.

It would be hard to focus on the outward part of our mission if there were no events. Creating them is not so important as participation in events

Events are critical because they create an opportunity for an experience of community. The issue is not whether we should do them, but how we should do them within the context of the mission.

There is a coming awareness of what doing events means.

It isn't necessary for us to do events to fulfill our mission.

Events can be of any size as long as it is a type that reaches out to people.

Agreement with the idea that holding events for new people to integrate with the organization is a comfortable way for people to get introduced to it.

One of the challenges of creating events that work is to be able to look ahead and create one that's relevant to the time it will be held. This is the key to creating successful events.

Ability to deliver a good event is more attitude than resources, but there is an audience that needs events. There are a lot of groups working on creating community who are hungry for the skills that we can offer and would be able to do collaborative events where they have some of the skills we don't.

There is a large swell of people moving in the direction of community and they need encouragement. People who are realizing that there is a need for more support and community. I.e. cohousing groups and young people creating families.

We have created a situation where we are dependant on the income from events.

Not willing to hold back on creating events and thinking that the two

vital questions are about Ghost Ranch and if we should revisit wanting to do a larger event that could raise a lot of money.

Perhaps we should bring in information from accounting to make clear some of the issues for the coming year.

All budget projections for Ghost Ranch are that realistically it will break even if everything goes well. If there are problems we will lose money. If more people come we could make some money. Events committee projects that we could make 19k, but realistically projected 5k profit. The organization needs to realize 35-40000 more income.

Expenses are 30k or more.

Events says that it's not the time to do events at ghost ranch or ann arbor. Doesn't think we can address the mainstream. We need to get back to places where we can get a lot of contribution of time and resources.

Agreement that Ghost Ranch should be canceled and that it should happen in a location where there is more of a sense of success.

Wanting to include mainstream is good, but the people needed to accomplish that aren't in place. We are going in the right direction, but restructuring is needed.

Concern about Ghost Ranch being able to draw the numbers projected. It's far from population centers. We could talk to people in the area to get a sense of how far people will travel in the area. There is a question as to whether Golden Rule event was really viable if we paid our staff. Events would have to be larger scale and managed by more paid staff to be successful.

Events committee would like to not make the decision to let go of Ghost Ranch now, but let ELC digest the input first.

Why would Ann Arbor not be successful. Results of conversations with NASCO are that its not clear that a collaboration, while seeming to be natural, would be easy. It would need a lot of process to make it happen. In terms of the type of event they are committed to doing, it appears that it wouldn't generate much money for us. It's not clear how it could make money. The cost of the facilities and their pricing structures indicate that there wouldn't be much extra income for us. A more optimistic outlook - there is an existing knowledge of how to do it, it's a good spot with lots of support for our organization there. If there are 200 participants we could make 10k. Negotiations are still needed.

Energy translates into money and it seems like a natural collaboration. There could be lots of benefits beyond just the money the event itself would earn.

Experience from Findhorn is that collaboration is good to minimize risk by letting different orgs do what they are good at. The trend is that it's becoming more difficult for people to be away from home and that short events that have a local audience are good.

This is the wrong year to do an event with NASCO because of our economics. Perhaps an event other than art of community would be better to do with NASCO. Perhaps we should work on an event of theirs because there does seem to be a natural link with them.

Questions about Ann Arbor events. NASCO has other events in the same time period. We are setting ourselves up for a limited draw. Would it be tailored to a student audience?

It's not true that there is not much communities interest in the south west. Santa Fe and other places in the area draw people to it. We should

be looking at the place and decide when would be the best time to have an event in that locale.

Keep in mind the longer term intrinsic value of events. Can we afford as an organization to not do events because of the outreach value.

Collaboration with NASCO is a good thing to do, but the timing may be wrong.

Comments on the idea of doing a large event.

After the success of Golden Rule event research was done on putting on an event for 1-3000 people within a half hour of S.F. After talking to a lot of groups, there could be 100 organizations who would be cosponsors. A program could involve a pre-conference day that would lead to tracks that would carry through for a few days. Rough budgets showed that with 500 people we would lose money, but with larger numbers of people we could make a lot of money. So the question is whether we should consider this type of event. We would have to put out 30k before there would be cash flow. Planning would take starting 2 people half time six months before the event and it would escalate from there. Most staff could be volunteers but we would require 15-20 paid staff. Cosponsoring groups could share in the financial rewards and split the profits as negotiated.

Question as to whether six months would be enough lead time.

Agreement that some of the work could be a year ahead of time to find collaborative groups. There is a sense that doing an event in the same area before it would have a positive effect.

Is the org interested in such an event which would not be so directly focused on intentional community? In some areas of the country the distinctions are more nebulous.

As a reality check, is there personnel available to do such an event. It

would take lots of people energy. We wouldn't have to find a person in this group, but could find someone to carry the load. There are known people available in the area who create large events.

Strong suggestion to consider not doing any residential events this year.

Given our financial situation, the events cluster should consider what events we could do to make money and then whether we can continue doing what we have been doing. But we should act with integrity.

Events committee asks if the board wants money to be the top consideration. Not the only priority, but an essential consideration.

Let some other requirements fall away and put profits on top of the priority list.

For the next year whatever events we do, a priority should be low risk and profit making.

Audience for events:

What is the nature of the audience?

Economics?

Locations?

WED NOVEMBER 17: SESSION 8: 11am-12:30pm F: Paul M: David
Budget II Tony

Handouts: 2000-2004 Budget Proposal, Cash Flow, Directory 3.x, cmag, office 2000 w/ Other Income on other side.

Paul: We'll be discussing what to do about the financial pickle we're in. Tony

presents.

Tony: Five budget sheets. You should have 2000-2004 Budget Proposal; this is a profit/loss sheet. Similar to 1999. Shows income and expenses for different budgets plus summary at the bottom. One interesting thing is trying to bring Dir. 3 into mainline budget but this can obscure other trends. The line in here that is Profit/Loss is also included without Dir. 3. Another sheet says cash flow; this is the same cash flow as the other day but there are two sections. Top section is for Dir 3.x and next section is cash flow for the general fund. Between the two is what happens when you add them together. Very bottom is various loans. Other sheets include Dir 3.x budget profit and loss. Also Cmag profit/loss. Final sheet is the office budget on one side/back side is the other income. Very interesting area, make sure your pet project is listed here. What I didn't print out is several sheets but on Budget Proposal you can see cmag, Dir 3.x, etc. What we do not have is page for web weavers, process books, membership and for Dir 2.x or Art of Community. Sense is we didn't have to go into detail on these. I can't get them to you electronically. Printed main areas I think you'll be interested in

Jeff: In 2000 we show a loss of \$17,000 on Cmag. What is that based on?

Tony: Before we get to content is everyone comfortable knowing what you have? Let me draw attention to office budget Down to about here you'll see total expenses. I've been trying to get accurate representation of how costs should be borne by different parts of the organization. Office is sucking money from other projects so I didn't have realistic numbers of the costs of each project. Made up numbers for what part fulfillment costs are of the \$68,000 in office exp. \$43,000 of it is attributable to fulfillment. \$25,000 of office is overhead. What is that?? Support roles, database management, office space, computer repairs, repairs on trailer. Some of the phone costs, bulk mail, supplies could be better categorized but are lumped here. Cecil: My sense is general inquiries are not a large part of this budget but a large part is Cecil managing the office.

Laird: Are you saying all of labor is directed to fulfillment?

Tony: Small part is directed to inquiries and large part is to fulfillment? A of C, information, etc is all overhead for our organization. Let me go further without question. To allocate overhead to different areas I've made guesses of percentages for different areas of the organization. This changes year to year depending on where directory is in its cycle.. Cmag takes up 45% of it - no costs to this organization except dealing with all that we do.

Marty: Does this include TO office?

Tony: yes

Sean: Where does other come in?

Tony: Small things, miscellaneous other category.

Tree: Cmag question.

Tony: We are not there yet. This is following a trend over the last few years to allocate office expenses more accurately. This will skew the numbers differently. I want you to understand the office budget because it affects all other budgets.

Elph: What does a huge loss in the office look like?

Tony: In theory it doesn't change the total loss to the organization but shuffles responsibility to various program areas. If there are major concerns with doing the budget this way, board could change it. I don't want to get into deep discussion of pros and cons.

Jeff: I find it useful. A small concern might be the assumption that if we cut out a particular project, we would lower office budget and that is not necessarily

true.

Sean: Two main presentations: developmental to help us get grants. If you have a project, project manager should keep budget to certain parameters but this takes project expenses out of manager's hands because of office costs. Don't know if we communicate office costs.

Laird: Have you thought thru when new area comes up, a new area manager could negotiate with central office about how office costs are established for that new area.

Tony: Will be more useful after a year to compare to actual. Webweavers have chosen to opt out of this system. Main office accounting is not sufficient for their needs and too expensive.

Paul: I'm hearing support for this direction you've taken in the budget.

Tony: Cmag. Better income numbers than we predicted for 1999. With Dir sales, some of these people are nice enough to also buy magazines. You see income in Cmag increasing annually by 5%. This is optimistic. Much of the costs of the magazine includes fulfillment and a lot of office costs: accounting, tracking. Wholesale income gets eaten up in these costs. Why are expenses higher? Contract labor is pretty straight but does reflect raises, direct office expenses is more accurate in terms of postage. Next section promotional, layout straightforward. Work travel expenses is to take Diana to org. meeting. Printing a bit lower as we switch to new printer. Higher expenses are due to allocation of office costs/higher labor. Looking at \$17,000 loss. You'll see \$5000 higher costs than you saw in 1999. Different style of accounting.

Paul: Questions?

Stefan: Might be clear if you calculate costs of sales and overhead.

Tony: Which are the fixed costs and it costs to produce 1,000 or 10,000

Sean: What is the cost of mailing Cmag?

Tony: Bulk mailing postage.

Sean: Why doesn't that go up with subscriptions.

Tony: Do people want to discuss Cmag or get a broader picture?

Jeff: I like to get clear so I understand why things are and then talk about things after.

Paul: Let's move on.

Tony: Directory numbers are pretty interesting. Directory makes money, takes two years before that \$\$ is available to the organization. Then after five years. Look at the cash flow sheet and see at the bottom that dir. might bring in \$130,000 over its expenses. Should we bring that \$\$ into the general fund or invest in the next directory.? We'll sell a bunch of books but almost all will go to fulfillment costs and paying loans.

Jeff: Are you saying we have a policy that Dir money is not put into general fund?

Tony: We have a policy that \$\$ will first go to pay off the loan. After that we don't have policy?

Jeff: Explain \$149,000 projected revenues.

Tony: Based on selling 6,000 books.

Jeff: Elph/Jillian, is that a hard number.

Elph: Tony has our full confidence on #s

Laird: These are the numbers we have done before. I think this is a fairly conservative estimate on the number of books we'll sell. We have a stable pattern on what gets sold in the first two years.

Elph: I don't think #s are extremely conservative.

Tony: One of the key pieces is marketing. Plan is to spend \$30,000 on marketing. General fund does not have money to fund this. We should fundraise for this marketing expense. Pub. Mgr. Should negotiate a \$30,000 loan. Cash flow projects that this loan would be paid off within 24 months. Give no payments for 24 months and balloon payment at end of 24 months. Included that in the cash flow with 8% interest on loan.

Jillian : Potential to payback some of that \$30,000 during that two year period.

Tony: We did not decide to do it that way.

Tree: Oversight in financial plan to the loan.

Elph: Loan we took out is for production. Publisher does marketing.

Tree; How long have we known that we needed a \$30,000 loan? I didn't know that.

Laird: Scope is larger than before. \$30,000 is more than we've spent in the past. We didn't know in June what we know now.

Tree: We need to do more marketing to expand our reach.

Marty: Working at what marketing we think we're going to do. Didn't know scope of marketing campaign or position of the bd.

Jillian: Mailing is to FIC, FEC and Coop America. Doesn't reflect plan to go another step out but we have looked at other possible mailing lists.

Stefan: I'm baffled at what are the costs of goods sold vs. total expenses.

Tony: Included in total expense.

Paul: Any concerns about publications manager getting a loan?

Sean: Mailings go out periodically. Perhaps mailings can be combined. Newsletter goes out with Coop America.

Paul: Do you have a concern about the loan?

Sean: Makes sense to reach out to people we are reaching out to in other ways.

Marty: I don't know if we are reaching out to people in other ways.

Laird: Already put ads in Cmag. Represents less than 10% of the list. We've also done e-mail announcements. Word of mouth is powerful.

Jeff: Process question - appreciate insight on specific items. But big budget and major financial considerations still remain. Encouraging less attention to details of this size. I'll be sad if we don't look at the big picture. The overall trend in the budget is what I'm very concerned about.

It was noted that the loan needs board approval.

COOLER: the loan for Dir publicity

Development is showing a \$2000 profit. What is this based on?

This is what has really happened. Based on paying someone \$15,000 and expecting they would generate \$20,000. Would be a different decision to change the way we do development to make it get more money.

A of C breaks even, Community Bookshelf loses money, Communities. Dir 2.3 loses money because we've already spent it. Membership goes up next year. Energy comes from Dir 3.x . Membership is \$10,000 in 1999 and will be 12,000 next year. Webweavers same as every year. Other income specific changes here. Went thru budget to cut \$9,000 that meant no dialogue project, get people to meetings more cheaply but not able to cut our \$40,000. First year we need to cut out . We agreed with directory to take all profits from dir to go to pay off loan before we use it for general fund. \$137,000 in Dir 3.x, you are confusing profit/loss with cash flow - has other marketing expense but have to look to cash flow - look at profit loss without \$42,000 loss - we could trim the budget a little bit - I also want to point out that we are starting the year with \$25,000 in the hole, if we don't change we will end up with \$40,000 more in the hole. Setting directory aside does not make this any better Are www.ecommerce.line, those are not there - e-mail allocate \$2000 to it - shows up on other budget

Let's stay global. For the Directory \$140,000 gross income with \$100,000 to pay production level. Assume that what is showing up is true and have a conversation on that basis. Board must look at question of how to generate more revenue. I see meta-level of what we'll do budget plus how we will exist as an organization. We crisis manage for now but don't want to see us in continual place for crisis management- don't manage ourselves professionally - playing with models that feel like we don't know - go into each area of operations with business manager - work with and train staff - things will not turn around at least in the interim -

crisis management seems relatively clear - first round of cuts of \$9,000 without major impact - A of C could make \$20,000 but we still losing \$10,000 more - if we can't answer ?s my son is in a cult - see another level of inconsistency of budget resp. and management - web site manages own budget - dir. costs this much - no overall event plans - we are going to invest this because - needs to move fast around consistency of expectations - need some accounting assistance - declare 2000 austerity year and go thru make cuts and no area is spending more than it is making - comm.. bookshelf - why should we write this in - agree we should cut - best shot is to try several efforts simultaneously - most likely area is membership piece, ecommerce and bookshelf - two large areas is A of C and development - pay attention to fundraising piece - money is not the highest goal - last session sounded like it was priority - ecommerce not a good idea - not enough customers to make money in less than two years - Geooph - used to be a construction consultant - I remember early budgets of \$10,000 - facts are our best guess - consciousness of FIC higher in our brains - who put out brochures in a local coffeehouse - fundraising- making sure projects pay for themselves - can go ahead with bookshelf if we go ahead and fundraise - number \$40,000 is interesting but we are already \$25,000 behind - possible to pay bills six months late - but for peace of mind - we need to figure out how to generate \$65,000 in revenue - agree with Jeff at looking in each of our areas - but not giving any support or training to help set up budget - 2000 is an austerity year - secondly perhaps there are management responsibilities we can expect from certain managers - can we now get specific - finance should meet with oversight and come up with specific recommendations - what is sense of severe austerity cuts?

Laird: Fear is with my role and what my time would be - play a role in holding things together and do enormous amount of this kind of work - if you want to move in development - if we cut too much then we are cutting fundable projects - proceed in way we feel energized by - some of this crisis is good because after-hurricane people feel sense of community - important if we agree to carry FIC foremost in mind on a day-to-day basis - isn't going to work for me to be more heroic - a lot

can be done in terms around our magazine - we could double subscriptions
- we could also do far better than selling 6000 copies of the directory
- events and fundraising - what do we want to do and where are we going
- Sean: one way to look at budget expectations - ecommerce could take
off if someone were to invest their passion in it - finance and
oversight will work together - are we putting aside Cmag and directory
loan - let us talk for at least five minutes on Cmag and Dir. - let us
talk about \$30,000 loan for marketing Dir 3.x - clarifying questions -
has it been considered to go back to publication loan ? - yes - no
information on how that money will be spent - we should see loan plan -
proposing advertising and mass mailing - people would like to see a
break down of plan before they approve a loan - don't have a plan of how
to create a balanced budget - should accept we won't take loan 'til we
have budget - We have a product - don't have concern as to pay back the
loan - want it contingent on loan being secured literally by the project
- could go bankrupt if we can't pay creditors quickly enough -
prioritization of debt could happen in bankruptcy - elph: if we don't
pick up loan - we are not going to sell books - agreement for going
ahead with loan with some concerns but will need to be approved by
oversight - don't want it to be just done by publication manager -

AGREED: Pub. Mgr. is authorized to obtain a
loan that will be secured by the sales of the directory. Whatever
arrangements obtained will be approved by oversight.

Other comments about cmag - labor not too high - are there benchmarks
for each area of the budget - we don't have marketing plan - where do we
draw the line and say we can't do cmag - cmag is a value asset - we can
sell it - should develop marketing plan for magazine - no one is focused
on finances of cmag - to focus on cmag and talk to people involved - to
date no marketing effort but is part of my objective to create a
marketing team for cmag - all projects need a business manager -
business manager that can hand me the numbers - constant attrition on
subscription rates - so we need a direct mail campaign - which increases

circulation to justify higher advertising rates - costs of getting new subscribers - make money on renewal - costs of increasing subscriptions - this is one of questions about how we are managing ourselves -

WED NOVEMBER 17 ∑ SESSION 9 ∑ 4:30-6pm F: Tree M: Diana

Marketing Proposal (Laird)

Proposal (get from Laird) to create a marketing cmtee. Not handed out.

What about the internet? Not an exhaustive list. Not intentionally left off.

ERB overlap? This is just in terms of marketing. Some overlap around the identity issue.

Three people on cmtee - intended to match ERB, ELC? Not intentional. 3 is minimum.

Intention is to oversee standard and quality of marketing, but not necessarily to implement. No thoughts about compensation. Marketing funding comes from the project or area.

Projects/areas would work with marketing team.

Unclear about implementation or oversight. Will react to and support people wanting to do marketing? Also another group, such as OS could see a need and approach cmtee to have them approach the affected area.

Clarity: proposal doesn't say this cmtee won't implement, but just

addresses management.

Need people who are getting something done before we worry about who will oversee them. Wants to emphasize the part about creating teams.

Noted that need team to take in larger picture (identifying target audiences)

Doesn't seem very integrated.

Role for this would be further down the road.

We have lots of marketing needs and little expertise. Good to create a team with expertise.

Issue is how do we support people with this need in the org.

Proposal by itself doesn't do enough. But it's better than nothing because at least there's a group to go to for help with marketing.

2 needs: active implementation of more marketing, and oversight.

Possible wording: Work with area and project managers to ensure that they have a marketing team in place, and work with Personnel to facilitate this.

Perhaps combining functions is more efficient.

This could eliminate people who would work in oversight but don't have time to implement. Dangerous to combine implementing with consulting.

Charge cmtee with being consultants, but also with team building and helping them identify people who could help.

Cast that way, sounds better, but still doesn't address task followup.
Helping areas identify people, also helping make sure it gets done.
Checking in. Management.

Wording: Cmtee is expected to engage in a proactive way, helping to build marketing teams, and working in each area to move marketing forward.

Nominations to Personnel (they will select, EC will approve): Terry, Sean Lewis, Susan Patrice, Jeff Grossberg, ask Marty for ideas, Jackie McMillan, Rollie, Gordon Sproule? Rob Sandelin, Luke Reed, Paxus, don't have list, get from Jenny.

Budget? Can add a 200 for phone calls. Shouldn't be much.

Financial Planning & Accounting Proposal (Laird)

Personnel & Finance will identify people from within our circle with financial planning and accounting experience to work with area managers to do planning, develop skills in setting up accounting systems and capturing important numbers. Desired result: to get the information the org needs to have a clear sense of the flow and status.

Currently we are only getting snapshots every 6 months, and this is a difficult task because many area managers don't know how to get or present the information.

Monthly numbers in some cases, with identified milestones.

Would have advisory rather than supervisory role? Yes.

One or more people? Undetermined.

Great Idea! Has a mentoring aspect, increase knowledge base of org, gets

numbers needed to be more on top and less reactive.

Like it as step in right direction, but doesn't go far enough in addressing where we're at. Management crisis in the org. Crisis isn't budget, it's how we're operating. Attempt to create diverse org structure is admirable, but we need an interim method to support us as we move toward us, that allows for better management. Need management, not advisor. Someone should go in and at least assess how much independence the area should have. Development and Events aren't being properly managed. Stronger management role on an interim basis. Could come from OS. Could hire interim manager. Charge with fixing it and moving on as soon as possible.

Trying to create new paradigms and alternative ways of doing business. Be careful about who we choose as mentors.

Hard to find people with management experience, our set of ethics, and someone who will work to end their job as soon as possible. It exists, but would be hard to find.

Management idea is outside the idea of this proposal. This proposal is simply about getting some financial planning assistance. Just takes someone to take responsibility for getting the numbers (after learning how to do it)

Need to set up expectations around numbers and nature of reporting and frequency.

Lots of other places working in area of green businesses and less hierarchical structures. Network.

Creating support role without identifying who is responsible for doing the numbers. Proposal should include that the person identifies the responsible parties where it is unclear. Make position more active.

Actively engaged in financial planning (wording)

Jeff: we're too far on the side of experimentation on ourselves. It's time to get more conservative. Can't go for this proposal if it precludes looking at larger management issue. If this issue isn't addressed, he will have to block or resign.

Add expectation that oversight would get monthly reports, develop markers and plans with help of financial planner(s), and take steps to get on track.

Finances aren't the only issues. We need some person or group that looks over decisions and makes sure they make sense. Now it is sometimes happening through inexperienced area managers.

Monthly reports for key areas serves this, going to EC on monthly basis, looking at key markers.

Jeff: identify body that is taking responsibility for the organization who will get regular reports, look at them, and take care of any developing problems.

Responsible person has usually been OS or Laird. Could be EC.

Laird to get weekly reports and actively manage area managers? Problem because Laird needs to look at fundraising.

Concern that this puts form on top of the function, and form is tailored to how a traditional organization would run, but doesn't fit our organization. Not a match with our organization in form, although the function is critical.

Maybe the only thing that needs to change is the level of expectation.

Get help learning how to supply (also what to ask for).

Concern is not just information coming in, but authority. Someone who can say "you can't do that." People are authorized to make decisions, and no structural way for bd to review and say no or keep tighter review.

EC is already in place, so this isn't that drastic a change, and not such a bad fit. Laird could continue in information gathering, but not a person of authority. EC would have that. This is how it works now.

We already do this, just don't put a lot of effort into helping areas clean up their act and stay on top of things, and no reporting. So, it's just a matter of creating a support function.

Need can be met through existing structure, with Oversight being more active.

Responsibility would be on area managers to report, not on Laird to call monthly to get information. Default is good reporting according to clear standards.

Area managers tracking numbers & decisions carefully, reporting frequently, OS or EC monitoring more closely and troubleshooting.

Negotiate management contracts with each area? Who will make judgement who needs more close monitoring, which are okay being more autonomous because they are being run okay now. Who is doing this now? Not just information flow. In some areas maybe area managers shouldn't be making decisions. Some sort of oversight function that comes in to some areas.

There is history of EC stepping in to some areas.

Then it needs to happen more, or we wouldn't be in this financial

position. Clearly the budget wasn't managed.

Or budget was wrong in the first place.

Good management would have known this up front.

Everyone makes mistakes.

So we're talking about how to limit those mistakes.

Setting another cmtee to make decisions doesn't mean they will make decisions that are any better than the ones we've made.

What are we doing now that we need to fix? Financial reporting is weak. Have clear roles of responsibility, clear managers. Just need to change standards.

Person or team to have control over certain areas, mentor managers, be proactive in setting direction and bringing proposals to the board. Why is this so hard to see as workable?

Issue is timeliness of information. There's always support and attention once problems are known. It makes sense to set budgets and say that managers can't deviate without checking in.

Area managers don't have great financial skills, so there is a need for this. What is the management issue? Someone to manage our managers? Need good management. Decision making, financial planning, financial reporting. Want to solve our weakness in this area. Someone to manage the managers might not be the most effective way to do this. Task followthru, accounting, financial planning is more the issue than decision making. Why give decision making to another group? Putting more people in charge of looking at each other doesn't solve the problem.

Decisions made in Events area affect the entire org. Decisions the area managers made weren't the best ones, and as an org we could have done better. How do we identify critical decisions and who oversees them?

How much of this is hindsight? There was a group of people who looked at this and the entire board had knowledge before final decisions were made. Bigger issue is things aren't getting done, not that we're making bad decisions that someone else could make better. Structure is okay, ELC just didn't pay attention. Need to do jobs better.

What about the cluster coordinators (from Coe minutes). We never implemented this structure, but it seems to address this issue and was in the original restructuring.

Bd members are accountable for the organization and its decisions. Need to know that there is oversight of the accountability, decisions, finances of area managers. Not reassured that this conversation will fix any of this.

Direct oversight to be more active in monitoring plus the proposal for financial planning mentoring.

Another kind of mistake we make: Directory 2.3. Elph recommended against it. Laird was a big factor in the decision. No one is infallible. Don't work from hindsight. Someone seeing that an idea isn't good doesn't mean the decision won't be made to go ahead.

We make decisions by consensus to try to make decisions that are based on a high level of input. Then we delegate. Impossible to oversee every decision. Make sure area managers are good and well trained. Not making an "ubermanager" who has total control, and might not be able to make better decisions anyway. People in the areas understand best.

There is structure, and some pieces that are in place aren't functioning

well. Need better skills. Identify critical areas that need help right now. OS interim meeting helped jumpstart ELC. Use our existing structure, increase reporting expectations. Get help setting up systems. Means training and support.

Treasurer and Finance Cmtee job descriptions cover this. If org is serious, need to put more resources into making this work. Make sure those functions can happen, because they're already in the structure.

Critical areas are events and publications.

Focus resources of org on financial planning, systems, management. Particularly in Events, development and publications. Oversight and EC be more proactive and to monitor those areas more actively. Area managers being more active in reporting.

We agree a lot on the problems, just not on the structures for solving it. Some always want to work within existing structure, others want to change.

Still not enough for Jeff. Won't stand in the way of doing that, just doesn't go far enough.

Great mandate. Where is extra energy going to come from? Could the board brainstorm ways to implement this decision?

AGREED: Focus resources of org on financial planning, systems, management. Particularly in Events, development and publications. Oversight and EC be more proactive and to monitor those areas more actively. Area managers being more active in reporting.

So, how to take it further? Report from OS about their plan on an interim basis as we grow in our management ability for how to ensure that we will be managed effectively. By email to board. Interim crisis

management for our crisis situation.

TASK: Interim management plan for crisis management. In 30 days.

Is this too vague? Assessment of where we are in trouble in terms of management and how to get beyond it.

Double Bubble Ad Hoc Committee (Laird)

Refers to diagram from Vision. Ad Hoc cmtee to take the input from the discussion and take it further, see what it would look like. No time.

Could be interesting. Would want to see a variety of scenarios, analyzed. Very reasonable.

Why not vision doing it? More specific than Vision mandate.

Discuss it more tomorrow.

THUR NOVEMBER 18 ∑ SESSION 10 ∑ 9-10:30AM F: Alex M:
Brad

I: Living Routes P (Living ROutes): Dan G. & Jeff Clearwater.

Living Routes, Ecovillage Educational Consortium

See Living Routes' handouts: "Vision Statement" (Nov. 3. '99) and "Ecovillage Research, Development and Demonstration Program" (Nov. 3, '99).

Idea of Living Routes has been around since '80's, eg. Oroville (India). Dan left GeoCommons this year, fearing that it would become institutionalized. Elan Shapiro [spelling is confirmed-a male] (Ecov. At Ithica & GEN) who was touring the movement in the US, and noted that

educational issues were in the air. Got a generous grant from Gaia Trust.

Basic idea is partnerships/collaboration, and experiential ('hands on') education, which is evolving slowly in the universities. 'Consortium' doing more together than can be done independently; players: communities, ecovillages, [ecovillage networks?], colleges, universities, faculties, with a view to getting accreditation for training from the institutions.

Living Routes is funded and staffed (not all volunteer). Autonomous project as 501c3, having a global vision, grounded in local ecovillages and college & university programs. Program active in at least Israel and US, and it is in the US that there is a desire to collaborate with FIC. Imagines 20 programs being created in the next 20 years. Programs are presently scattered [in accreditation?], eg. one venue offering only permaculture and no other kindred program. Desire to have semester programs with certification in a variety of related areas (solar, permaculture, etc.). Development of educational infrastructures in existing communities, and help these existing communities to become more able to fulfill this role (e.g., help with student accommodation at communities, etc.). Program would have appropriate sites, and integrated accreditation in a number of fields, unlike a number of the present-day academic programs. This is a big vision, which will take more than 3-5 years to fulfill.

Want to explore ways of working w FIC, though no proposal presently in hand. Want to collaborate, not reinvent the wheel. Jeff Grossberg also involved w Dan & Jeff C in Living Routes. Program would cater to college students and adult students.

What would it look like to have the students in the communities? There is a Lawry Gold [spelling is confirmed-a man] "Live and Learn" video (in Findhorn Program).

Social sustainability: is included, but technological is emphasized.
Context is the shift: from classroom to eg ecovillage (consensus, etc.). Broadly based from food preparation through the whole gamut.
Redefine students in community? How are you going to get faculty?
Curriculum? Faculty: various models. Findhorn model: faculty are at Findhorn, yet this model didn't work for Oroville. In time, support faculty to hold programs in communities, and help them integrate into the community, creating a win-win. Due to slow change at universities, some attention has been given to community colleges. Curriculum: evolving, and grounded in real situations, not a classroom.

Model for on-going funding and how pays for tuition: in-time, tuition driven, with communities receiving some of the revenue. Also, scholarships (GeoCommon 8400 - 10000+), yet goal is to make it affordable. Most higher education is highly endowed. We definitely want to reach out to more than just rich college students, though focus on affordability will increase after start-up.

Any sense of areas of collaboration with FIC: mutual promotion (loose), sharing inquiries and databases, or eventually entering into a formal relationship with the FIC. FIC could help develop curriculum, esp around IC's. Elan Shapiro, Lawry Gold and [Philip Snyder??] do have some social/interpersonal aspects of community, not just the technological skills. FIC is ecumenical around supporting IC's: how open are you to a variety of models of community, in addition to the green technology?

Laird and Paul spoke favourably. Similar to Caroline's Life School Project. Could link to FIC Events, Cmag, and other FIC activities. FIC Networking Committee has been quite inactive lately. That would be one way of looking at mutual support systems. There are other FIC faint grapes that could overlap with LR.

Oversight will make a decision as to which FIC body will follow up. If ad hoc group, these people volunteered (suggested): Diana C, Geoph K, Elph, Jillian, Michael M, Sean Knight, Jeffery Harris (absent), Caroline E (absent), Betty D.(absent) Diana M.

Giovanni (Mexico) joined FIC and ENA. Nathaniel White wrote a recent email to the FIC board. Had council mtg in CO about a month ago, which aimed at bringing more people into the ENA fold (10 countries in the Americas were represented-Brazil as an FIC-like org w ~300 member communities). ENA is an autonomous network, free from GEN & GAIA. Giovanni and Jeff C are doing fund-raising. Governing body is a council Can, E US, W US, Central AM, Carribean, Northern So AM S So Am and Brazil. Language is presently a barrier. Ecovillage Contact Offices (ECO) are being created as a part of a ENA model of decentralization. Bottom line is moving toward sustainability. "Ecovillage:" self-identified human community, which is striving for sustainability (as a process, none have reached this goal as yet): socially, environmentally.... ECO are in the process of becoming Ecovillage Training Centres. 11 Ways of Collaboration, which are summarized in a few categories: promotional (includes web site-lots of interest in Cmag in ENA-desire for an ENA/ecovillage regular column in Cmag, possibly in Spanish, joint ENA-FIC membership, heavier role in AofC's, governing bodies could be more overlapping), databasing (day-to-day inquiry, mailings/trading lists), events (Council mtgs, A ofC, training sessions).

All the above is offered in a spirit of exploration; nothing is hard and fast.

Exciting collaboration between different and similar org's. Distinctions and clarity: some thought it was adequate at present, others not. Heart and process in ENA is something that FIC could learn from (Elph on ENA internal email).

Info for Oversight: Potential ad hoc committee members Diana C., Susan P, Hank Tree, Sean Jackie M, Heather H, Elph Jillian Jeff G.

2x handouts on Living Routes

Events Budget (Tony) Paul Facilitates

Freezer

Sensitive Situations (Diana) Paul Facilitates

Ministry asked to come up with ideas around handling sensitive situations - hard to see nature of conflict sometimes interpersonal issues organizational issues - tried to come up with guidelines and how to handle these situations - between personnel and board - take general comments - what is here and what is missing - lot of room for interpretation - specificity is what concerns me - I might have different idea of what it means to go on with the work - organizational guidelines - what is expected in a working relationship what is accepted organizational behavior - how to handle the perception that an agreement is not being kept - great that committee has written guidelines this is a living document - how is Ministry in general carried out within the organization - currently? - people like the fact that this is appearing and needs to be developed more deeply - talk about areas we'd like to work on - clear we've talked about work of organization and how that affects relationships - self-control is good - but also need to value openness, people talking about what is really going on - people what to take about the values? People who have input on values could speak with ministry and have a report coming back at a later point - anything that needs to happen here? Keep developing this - keep it as a living document personalized to us as an organization - work in progress - very valuable to be clear about accepted modes but I think it needs to get more specific - write down what you think needs to be operational - do you have support you need on this project Diana? -

probably more guidance from more experienced people is necessary - support the comments and like section on back about time guidelines - can only put someone on hold for so long - don't think more specificity would be good - too much like a rulebook and won't allow for individuality - good to have guideline and make explicit that Ministry and principles need to have latitude for specific situation - advantage to having guidelines allows to enter neutral situations - people aren't in kindergarten - experience at TO overly proscribing behavior - am aware effect of mandates discouraging openness - useful more specific with suggested techniques - give people tools rather than mandates - difference between rules and expectations - whatever we come up with we'll run into problems sometime down the road - positive about making it more specific to the extent that it makes sense to be specific - need less for form and more for function - strongly expect that people in this org. will participate in conflict resolution - if time limits work to make clear that's fine - specificity I'd like to see is like the examples on the back page - judgments follow general guidelines - examples feel good whereas rules feel challenging - all agreements come out of situations we've experienced - some people generate functional conflicts related more to personal needs - examples are better than oppressive definitions - I'd think it would be great to have guidelines personally - when you get bogged down is about compassion and heart - preamble saying that is another value we have in there - I like word agreement over guidelines or rules - question about how to phrase things with concerns of rules and guidelines - needs of individual vs. needs of fellowship more neutral way for content - too judgmental to talk about being an avoider - also think about this with a mechanism getting known to new people in the organization - people can say how do I want to be approached around issues of conflict - people talked about different styles of approaching conflict - write down opinions - identify people to work with Diana - min. committee is currently Harvey, Tony, Diana - Brad Jarvis, Laird, Elisabeth, don, Tree, Geoph

THUR NOVEMBER 18 ∑ **SESSION 11** ∑ **11am-12:30pm** F: Paul

M: David

Events Budget Tony

Crystal clarity will not be had. Tony talked about parameters of what we came up with - did not think that we should do 1,000 person - big Bay Area event - wanted to find low-risk events that were easy to do with good potential for income - difference between high risk and low-risk that are reasonably assured of making some \$\$ - assumed that we could disregard general idea of rotating regions in the interest of making money - regional has been clear priority in past and we want to loosen that criteria - if we want to make \$\$ we should go to hotspots of alternative culture - good discussions about trying to be in around major metropolitan area - came up with some specific places where we could actually follow through to get budgets - don't feel it is appropriate to give unrealistic #s - followed two paths - how could we reframe ghost ranch to make it a money maker - 160 attendees at Ghost Ranch we could make \$2500 - 220 attendees would make \$7000 - another angle talked about going back to Golden Rule - tried to call Golden Rule - don't have clarity if they were willing to host - if we had 225 people on site - minimum of presenters - we could make \$14,000 - one of things that enabled us to do this was their immense generosity - if they are ready for this energy - we could also barter with them - see if they were needing consensus or facilitation work - talked about other events in Bay Area - need people to look for sites - energy is low in events cluster for site research - other places in Bay Area - Alex said she would have energy to work on event in Asheville, North Carolina - trying to balance organizational energy with where people are -

Objective for this half-hour is getting board clear on potential for financial gain from events- what it could expect budget wise - don't count on much for now - some response from board about budget implications - in meeting we talked about the chance of doing a big event this year is quite small but should research it further - we did not resolve if we

wanted to have one or two events - energy towards certain regions of the country - energy for Bay Area, Asheville - existing staff are saying their energies are adequate for two events - dependent on location, who is willing to work with staff - 80% sure of Golden Rule - 100% of Ghost Ranch - 50% in Asheville - nowhere did we talk - NEWS FLASH - just talked to Terry absolutely sure that answer would be no - burned out and talked of FIC and not ready

Is Ann Arbor dropped off the map - yes - perhaps have an org. meeting - we agree it is a wonderful opportunity in Ann Arbor - also we have developed a model of how we will collaborate around the event - given that the thought of Golden Rule has shifted - need to know what board thinks of locations repeating even if golden Rule is not possible - Ghost Ranch should be conservative on income and expense - took a big chunk off original expectations - \$3000 is a break even - board should make determination about where energies should be inputted - if we do not do Ghost Ranch we could put energy into event in the Fall and make that event more successful - Alex is beginning to think about 1 day event in DC or Asheville -

going into content of this now

Not necessarily following regional rotation.

not necessarily in conjunction with Org Mtg's: possibility of reduced staff, increased travel costs. Everything's on the table and try experiments (eg. Matching org mtg to event, rather than vice versa) and put policy issue in FReezer .

large-scale event

budget implications: be conservative this year, in light of financial situation and available energy. Therefore highlight those sites close to a major metro area (eg. Not Asheville nor Santa FE). Another part of

the context is the release of Cdir 2000. Not sure there is sufficient energy for larger event, it still might be the right time for the FIC. Some interest in research, but not yet financial commitment to a larger event due to financial risk. Another thought: there was excitement within FIC for larger event, not just Jeff G. Large events worthwhile, yet one-day blitz events on a regional scale may touch more people than one large event. Cdir 2000, 2000 elections both create lots of marketing possibilities, if we plan, and possibly by tying into events being organized by others. Or, work on both smaller regional events and a larger event (lack of leadership within FIC for the latter).

Proposed Direction: support for smaller regional events and one larger event [no decision, at this point].

Laird: would like one larger event, and worried that org energy could be diluted too low if we take on too much-preferring priority for large event, not small ones.

Sample budget for small event desired, or create a series of small regional events which might gather more energy.

2000 elections could be liability for both public attention, and for volunteer availability. Or could tie large events such as Earth Day 2000-minimize our risks and maximize our audience.

Management and leadership: Susan P would be happy and confident to take on a small, regional event in South, which would not extend to a larger event.

Interest in larger event seems diminished as discussion continued.

Revised Proposed Direction: pursue one or more smaller regional events and research only around a larger-scale event.

Tony: his energy for Events including ELC is on its way down.

One-day events requires a totally different type and amount of organizational energy than a weekend event.

Smaller events take both more (networking in more regions) and less energy (obviate accommodation issue). Hank still pursuing an SF bay site.

Time extension to 12:30.

What guidance does Events need from Board?

Jeff G.: interested in one-day events, if it is low-risk and near a major metro area-he believes most fruitful financially. Concerned that he hears little energy for site-search.

Small regional events could gather energy (eg/ volunteers) for larger event.

Strong concern that one-day may not produce the level of excitement in participants that is possible with weekend. Re-emphasize Cdir 2000 release as opportunity.

Little experience of building community at a one-day event. Or, get 40 people out to different Earth Day events [different cities and towns].

Does 'large event' mean like CCGR AofC or something even larger?

Convinced we could make money at one-day events. One-day events are less intimidating, and it would be easier to find key people to get these underway, eg. Copying Alex's AofC notebook.

Regional events feeding

Jeff G was thinking of 2,000 participants as a large regional event, eg in SF Bay.

Some events as one-day with optional evening of a more informal nature (eg dancing).

AofC's creation held a certain kind of energy. In re-creating one might want to be bold, not fearful. Suggests a little more of an artistic component, eg. Arlo Guthrie, Larkin, and _____. Use these as a draw, even if some choose to come only for the concert.

Request, again, to Board from Events for direction: How much income from the one-day events?

Tony: we're in crisis, which has generated 2 approaches: let's try something different vs. let's stick to what we've done in the past. How to use the existing energy in Events, and how to create more energy in Events (to avoid having to pay staff)?

Alex: Events can design events which could address any set or subset of values, with any combination of volunteer/paid staff (informal proposal with informal agreement).

Laird: doesn't want to set financial expectations around small events/ one-day events until the whole [Events?] package is seen.

Jeff: doesn't want to limit how high the expectations might go (\$200,000). Do as much as we can, within our values, available energy, etc.

Events again requests still more clarity from Board.

We got into trouble because of pursuing a financial goal from Events.

Little capital risked, with good prospect of net income. Just let Events use their best judgment. Yet, a major event may have a long lead-time for suitable site.

Events to do their best in light of Board discussion.

Events needs help, ELC has not been talking among themselves, etc., possibly from Oversight.

Elizabeth (Gesundheit): offer to help in researching sites. One-dayers more affordable in both time and money-better energizer for this audience.

Once we find a site for larger event, that would help to tie down a large event budget.

Payback from events is not just net cash, but new volunteers, so Geoph is not so sure of setting a minimum net income from an event, no matter what its size.

Mtg Time is short.

Development has more financial implications for FIC than Events, and if anything it is in more of a crisis than Events.

Alex: hears sense of group. Requests support from Ministry for Events. Hears a sense but not concrete expectations.

No clear next step for board discussion of Events. Doesn't hear a lot of energy for discussing Events, and wonders whether they are feeding energy to the FIC. Wonders if newcomers can be brought in by a kind of ladder: event participation, membership, small task....

Jeff G: hears general support for large event, but not so much support for hiring someone to pursue it. Left with impression that the response is: see you again at the next Org Mtg.

Board hasn't yet had the financial risk discussion.

Offer to pay expenses, not time, for work on a large event (e.g. \$500).

When I have money to do something then I use money to do it; when I don't I find another way to do it.

Budget cutting strategy: getting things to pay for themselves, so as to not put org at risk.

The large event needs to raise its own seed money. Tony not in energetic alignment of Jeff's large event; when he thinks of a large event he thinks of a Celebration of Community.

Jeff appreciative of Tony's clarity.

A lot of research could be done locally [without travel and long-distance calls?], except that Jeff now lives at Sirius and is highlighting SF Bay.

Board hasn't even given a general direction around a large event.

Jeff friendly to large event (even if IC- and seeker-focussed) and yet doesn't have a lot of energy for it. Yet, need some clarity about available venues to even have a sense of what's possible.

Request for more clarity for Events re those events reaching out to wider culture, to reduced likelihood of hitting an internal roadblock further down this path. Tony supportive of this path, yet thinks it is unclear we have a mandate to pursue the wider culture path at this time:

eg. \$1000 to look at a path we might not choose to follow. Double-bubble diagram.

Values clash?

Tony: I need to stand aside. There's so many things that frustrate me so much about this. Don't push me further.

Laird: I'm not clear what's wanted.

Alex; Not fair to let this go on in Plenary.

Germain to what's going on in FIC

T: feeling pushed from many angles, feeling I could leave FIC, even in good faith, except for FIC financial state. Struggling for long-time. Give-up. Tired of fighting. Doesn't want to be energetic drain on FIC, didn't want to do it in plenary. Not sure that this is really where I'm at, but this is where I am now [T; in tears, nearly crying].

Paul: boundary around T recognizing that he is committed to working things through.

[intentional pause]

Paul: sensed we've touched what's been underlying these meetings. Suggests forming circle, and close this session in a way that honours where each is, not pursue strict agenda, now delegate to Oversight to continue with the issue.

Thurs 2:30-4pm

The committee to nominate the nominating committee will be coming up with names before the spring meeting. Jackie is the convenor for the

committee

FIC Video (Geoph)

Asking for an ad hoc committee for the FIC video. To create a small video for the FIC

Susan volunteers for the committee.

Looking for the marketing group to provide some direction for the committee.

PERSONNEL (Jenny)

Job descriptions are still being collected and new job descriptions will be posted via email.

Job evaluations are being done and the system is being established.

Part of the system will be to have oversight talk to people to bring feedback to area managers. The board will be notified who will be evaluated. Oversight suggested the current set of people who are being evaluated.

Sean was here as a person who could work with Alex on events. He seems to be interested in working on the financial end of the org.

Candida from S.F., is also working on the events committee as part of a co-coordinator team.

Are there any plans to bring people into the org via Inreach. There are plans for personnel to share info with inreach. An idea is for people to visit i.c.s in their community and talk about the FIC and look for people to get involved with the FIC.

Inreach will be making a presentation at A of C.

Perhaps seekers could carry the message of the FIC to communities they visit.

Clarity is asked for between Inreach, which is to plug in people once they are on the scene, and Outreach. The mandate of Inreach has expanded to be more proactive to bring people into the organization rather than just to be responsive to people who come to the org. Inreach has been directed to contact people who come to A of C and community dialogs and other entree points.

Membership is focused on people becoming members. Inreach is focused on people becoming involved in the org. Where to place the outreach functions could be determined by which is active.

DEVELOPMENT (Laird)

The report lays out the key questions. If there is to be more energy the two choices thought of are to get Laird to spend more time in this area, and that would involve prioritizing his time because he currently doesn't have more time. A second option is to get another person involved. A number of people have helped in thinking about it directed toward individuals and organizations, but it hasn't gotten any further.

A year ago the board directed Laird to spend more time in development. Is Laird just filling up his time with things when some of his responsibilities have been let go such as Pub Manager.

Laird always needs to assess what he should be doing. He is still active in publications, but there has been a real decrease in that area. There just seems to be more stuff that comes to him for his attention. He may not have always made the best choices of where to put his energy. Is

development subconsciously getting less attention because of the long time needed for results? He is not sure. Oversight is aware of his lack of focus on development.

Oversight comments:

It comes up in our discussions and it's hard to know what Laird should let go of to get to development.

The topic is always considered and there are always things that come up to divert the energy.

One of oversight's main activities is to figure out how to free him up.

Maybe Laird should just commit to spending a specific time each week to development without considering what to let go of.

Commit a % of time to development and let other things fall where they may. Is there still resistance in Laird to letting go of things?

Laird says his attachment is to things being handled if he doesn't do it. When he feels things are being done ok he can let go.

Looking for a directive for Laird to prioritize development as a top priority. For all the things his attention is directed toward, he could let go of things that have some energy coming from elsewhere and keep his energy in things that don't have other energy.

>From the outside it doesn't make sense for him to have the multiple roles of Development and Executive Secretary. He hasn't found an admin assistant which would help free his time also.

David has volunteered to give 5 hours a week to development. He is an experienced person. Jackie and Tree have expressed interest in the admin assistant part.

Oversight, while doing a great job, has not figured out how to solve this issue.

Executive secretary work is critical as well as development being critical. In this org, no money is budgeted for an assistant. Ultimately the connections need to come from lots of people and he will develop them. What makes most sense is to continue to carve out time for Laird to spend time on it. Look for the right person to help in the development area.

Is there a fear attached to getting out there and doing development? At first Laird had a hard time seeing himself do it, but feels like he has been moving more in that direction and now feels good about doing it and approaching people. He feels like fear is less of a factor than it has been.

A suggestion to let go of ERB work as something that takes up lots of time. Supports the idea that a non local person could be used as an assistant and we could always look for someone to help. We can also look for someone to catch some of the stuff that Laird catches.

Laird agrees that it could be a good idea to let go of ERB. However, he is the person that drives ERB and someone would have to be found to fill that role.

The obvious consequence of what we are saying is that more will flow to oversight where Laird is the key person who takes on most of the oversight assignments.

He has not been actively searching for someone to help. We couldn't mandate him to spend specific time searching for a person because of the time it could take without results.

Are there things that other people would take on if Laird didn't?

There are tough decisions to be made of what Laird should let go of, such as stopping to do oversight minutes. It isn't fair for Laird to be left to make those decisions. Oversight should be making the decisions of what he lets go of rather than asking him to do it.

If there was an awareness of what he isn't getting to, other people might pick it up.

Areas that Laird is involved in and people who might be interested in picking them up:

Critical feedback of a community: shouldn't happen: geoph, Dan Q

Publishers note: Tree, Diana C, Terry, Marty

Other Writing: same as above

Media interviews: Marketing committee, Diana C., Geoph, board and active imps

Helping events: ELC find someone,

Helping NOMCOM: all; he should do less

Negotiating future org meeting sites: happens periodically, as advisor

ERB: Tree, Elph, Jillian, Jeff G.; he should do less

Vision convenor: Brad, Hank, Jeff, Paul, Diana M.

Helping pub manager: Tony, Geoph

Oversight convenor: should not do minutes editing

Agenda committee

Office team member less

Invitations to org meeting/prep: Jenny, Heather

Task followup ok

Research on specific topics: all

Center field: Oversight; he should do less

Cultivating relationships: networking committee; he should do less

Development: Jeff, Terry, Bill, David, Jacob, Bindi, Rollie

Tech assistance to communities: less, pass on to others, Tony

Bulk Mailings: Cecil, Twin Oaks

Helping office manager: ok

Building relationships with people we can work with is elemental to solving some of these issues. Vital to this is the new people that come to the organization.

Financial Oversight Committee

Knocked \$1500 off of org room and board, 200 in audio tapes, 500 off student coop expense, cut 1000 for training and conferences, board members attending specific trainings - knocked 1000 off oversight telephone and travel, personnel committee knocked 300 phone, knocked 0 off ecommerce - contract labor for database was taken out at 2880 - 400 off office furniture, saved 500 on key office travel to org meetings, 200 off membership printing and layout, 1550 off dialogue project, 667 on computer depreciation, community bookshelf website cut 2100, could save 1000 on ads for bookshelf, 500 on Cmag shipping on the community mag, cut cmag travel rep to org meetings for 5000

Made a total of 12 to 13 K in cuts - some of these cuts were intended to make money - oversight travel and phone will cover more travel and phone - Velma manages office database and understood tough financial situation of organization - if says to Jenny that she really needs money we ought to pay her for her labor - went down to 28,000 from 42,000 debt

Laird: We've made new projections on all the projects we are potentially - raised additional subscribers to 2200 this raises 4500 - also sold CMAG for \$20 this adds 3000 - if total directory sales are raised from 6000 to 9000 - we will raise an additional 6,000 dollars - if we get 75 more members then we'll get 2500 additional dollars - project development add 10,000 to current projection of 2,500 - net income on process books is 2300 - if we can sell 200 additional copies at retail we can get an additional 2000 - all these things give us

28,000 dollars - let us charge oversight with all these specific activities - who is willing to put specific energy into each of these things to make a plan developed over next 30 days -

List of People Willing to Help in These Areas

Cmag - Marty, Laird, Geoph, Elph, Tree, Jackie, Jenny, Aysa,

Dir. Sales - Geoph - Elph, Jackie, Marty, Eliot, Tony - writing articles on Dir and Community - Tree, Aysa, Elizabeth

Membership - Tree (coffeehouse fliers Elizabeth, Jeff, Aysa, Rafael)

Development - already collected during previous session

Process Books - Process Workshops in your area- Geoph, Elizabeth, Tree, Tony

Directory if 1000 more not 6000 - there would still be debt - suggesting approval of tentative scheme on the basis of this budget - only thing I'm concerned about is selling more copies of the directory because it didn't work in the past - big concern is - I actually think that selling directories is more likely than selling cmag - we're not approving budget right now - approval of direction and not approval of specific plan - oversight should include these things and events, for which will know its direction better in 30 days - only alternative to this is go back and devastate our budget - if we don't want to take these risks then we might need to close down office but we should be aware of these risks - understand the consequences of failure to get this - formally we are approving a direction- might be good time to say we'll get a report from oversight and have a conference call from the board.

AGREED: Approve to head in this general direction with a specific plan

to be prepared by oversight keeping in mind the financial implications of failing to meet fundraising these goals. For board approval prior to the end of the year.

Conference call 17th of December with plan fleshed out -

42,000 in debt from next year but still haven't addressed 25,000 in debt from last year -

Together we can really spread the word. Can you commit to:

Coffee House -

Bookstores (Dir/Mag)

Process Book Sales -

Community Dialogues

Visit Int. Communities

New Faces/Buddy System

Media Contacts

Fund Raising/Devel Contacts

Earth Day Booth

How do we Burn this Into our Brains - Make a commitment to spreading the word - commit three hours a month - one evening and one Saturday afternoon - like to take a moment of quiet energy -

Geoph tasked to follow up with people who need it - Diana C, Tree,

Elizabeth, Jackie, Rafael - Diana C will take armload of stuff to area communities -

[Above minutes taken first by Marty ?, then by David. Below minutes taken by Brad.]

Evaluation of Org Mtgs

Improve or add vs. worked well-done popcorn style [note to minutes editor: the detail below exceeds that of the scribed sheets, however, not all points on the scribed sheets were caught by the minute-taker, and the order is slightly muddled. If, however, below there is ambiguity about whether an item is "worked well" or "needs improvement" use the classification from the scribed sheets, not the message from below. Brad]

+great costumes appreciated [by presenters during this plenary], inspiring architecture enjoyed, do more to draw new people to Org Mtg, too cold weather to be enjoyed, great community setting appreciated, appreciated Canadian & Mexican presence, networking presentations very much appreciated, better phone access on-site wanted, better and earlier org mtg office set-up wanted, more interim org mtg evaluations wanted [none this time], more spiritual focus wanted, food was great, tarot card drawing was missed, good facilitation appreciated, appreciated absence of tarot cards, mandatory exercise/meditation break each day, wonderful contact improv evening appreciated, room was a little too echoey, compassionate interpersonal conflict resolution appreciated, missed board members who didn't attend, good O/S support to Agenda appreciated, encourage participants to project voices more due to acoustics, not enough support for dishwashing, enjoyed variety of facilitators, glad for focus on board-level issues, facilitators appreciated, good committee reports-but earlier would have been better, quality of new participants

and new facilitators was good, time to debrief facilitators at end of org mtg will be missed, need a vibes watcher, need to raise value of time as a resource (eg. For those with full-time work), Venn Diagram (double-bubble) appreciated, wall clocks in mtg room and dining room wanted, more movement during mtgs wanted, extra space in mtg room allowed for individuals to do some movement/exercises during session appreciated, back-jacks appreciated, did better in raising deeper issues, more work needed on resolving deeper issues, business-oriented look at financial disaster contingency appreciated, newcomers appreciated that regulars checked-in with them, more interaction with host community desired (eg. Community Dialog), wish for work day, more common plans for free time wanted, ride board appreciated, Heather and Jenny's work very much appreciated, wants better coordination between Site Committee and Org Mtg, outstanding tours of sirius appreciated, appreciated acknowledging that we are at scheduled time in plenary, want to be more punctual in starting plenaries, want quiet time to reflect on deeper issues, appreciated Ministry proposal, need to look at burn-out dynamics in a more comprehensive fashion, earlier intros and and check-in wanted,

[Brad has rapidly reviewed the minutes he took in this session for accuracy-subject to supplementation and any reclassification from the easel sheets for the Org Mtg Eval.]