

FELLOWSHIP FOR INTENTIONAL COMMUNITY

MINUTES OF THE FALL 1998 ORGANIZATIONAL MEETING AT

GOLDEN RULE

WILLITS, CALIFORNIA, USA

NOVEMBER 16-19, 1998

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FIC ORGANIZATIONAL MEETING

• GOLDEN RULE, FALL 1998

F=Facilitator, R=Recorder

The following people were present at all or some of these sessions:

Bd members: Geoph Kozeny, Hank Obermeyer, Ira Wallace, Jeff Grossberg, Jillian Downey, Paul DeLapa, Tony Sirna, Tree Bressen

Others: Alex McGee, Bill Becker (Treasurer), Bindi, Brad Jarvis, Caroline Estes, Chris Burns, Dale Rudesill, Diana Christian, Diana Malsky, Elke Lerman, Heather Haines, Jacob Stevens, Jim Johnson, Kathy Sutter, Laird Schaub (Secretary), Loren Schein, Lori Fletcher, Marty Klaif, Mary Schoen-Clark, Miaya Sustaita, Patricia Diehl, Rollie Lobsinger, Shandin Rudesill, Steven Parker, Terry O'Keefe

MONDAY, NOVEMBER 16 • SESSION 1 • 8:30-10am F: Caroline R: Diana M

Agenda

Caroline and Tree will be responsible for agenda changes during mtg. Agenda is accepted as written, pending changes as they come up.

Committee Meetings

Jacob is organizing the meetings. Requests for committee mtg time should go through him.

Vision Overview (Paul)

Objectives

- Create a sense of progress on Mission/Vision
- Summarize progress to date and where we're going
- Integrate Dialog Project results
- Focus on values (indirectly on mission)
- Discussion of values leading toward clarification
- How values affect our work (operational values)

Paul reviewed our working definitions of Vision, Mission and Values. He also presented our working vision statement and current mission statement.

The Vision cmtee sees itself as doing some of the work for the org, to try to streamline and organize the process, but they feel it is important for everyone to engage in visioning process. We've been focussing on this heavily for the past few mtgs to clarify and better attract people to the org. It is important to remember that this is an ongoing process even after the main focus is done.

Vision Dialog Project Report (Tree)

See Vision Committee Report in Appendix. This report will be the basis for the report to attendees.

Need to discuss plan for contact with attendees after the meeting. This has been going slowly. Could try a joint cmtee mtg between Vision and Inreach.

There was discussion about implementation of the dialogs, especially in view of continuing them. It was noted that not many of the "inner circle" conducted mtgs. Many said they would, but didn't.

Conducting Meetings

Those who didn't conduct a vision dialog indicated that it was a time issue. Those who tried to organize a dialog (either successfully or not) found a range of reactions from local groups. Some found resistance, others thought it was a great way to kick-off regular mtgs, others thought it was a great way to focalize what they're already doing.

Tree's packet was very helpful, and made it a lot easier for those who conducted mtgs. Use this as a model for other areas of FIC work. Also, use co-facilitators. Let locals organize, and have us come in to facilitate. Mtgs with non-FIC facilitators also went well. With outside organizers it takes about two hours for the facilitator to write the report, and then the time at the mtg. Very easy.

Many found that the dialogs are a great non-threatening, intimate way to contact and crystallize the basic need so many people have for community. Consider this as an ongoing process, separate from a Vision cmtee project. Present these as a dialog for the benefit of the attendees, focus less on the sessions as information gathering for FIC.

Dialogs will be conducted Friday night as part of A of C. People who haven't done one can practice. Mary has letter that she used when she organized dialog that could be used as a model.

How to continue with what was started at the local level with these mtgs?

Make sure there are products for sale, information about products, and a way to donate.

Money: materials, each kit was \$3 to mail, mostly labor. Tree has detailed accounting.

Made good contact, bringing people in because they volunteered to lead an event.

Takes about 6 hours to organize.

Follow-up by Inreach will include information about products, donations, etc.

Organizers could participate more in follow-up for personal contact.

Opportunity to videotape dialog for local cable TV here in Willits.

AGREED: Promote this as a member service.

Switch focus to something we are putting out for members, not ourselves. Expand this service to be more of a giving out of information and fostering discussion for members' benefits.

MONDAY, NOVEMBER 16 • SESSION 2 •

10:30am–Noon F: Tony R: Marty

Report Q & A

Pub Manager (Laird)

Is the intent of taping sessions during the A of C to sell them next day? Yes.

Is there current distribution of Cmag at Wild Oats? Yes. 100 have been placed.

Has new pub manger training been scheduled? It will be scheduled at this meeting.

What is the difference between pamphlets and reprints? Pamphlets are new materials and not so well defined, reprints are from previously published articles etc.

Office Manager (Tony)

Who does office manager report to? Executive Secretary through oversight.

Wage and compensation? That is being addressed with Cecil.

Personnel (Caroline)

Is liaison question on the agenda? Yes, tomorrow afternoon.

Membership (Tree)

Is there an operating definition of membership and its purpose? Is there clear direction for membership of the organization. No. The members are working on it. Laird says there is a document that exists providing this direction. The committee will review it and bring any questions about it to the next meeting.

Loan Fund ()

There is a significant asset that is not being used. Is there work with personnel around it? Personnel is going to find new personnel for the committee. No requests have come in for loans but the fund is not publicized.

TASK: develop a plan for publicizing and making loan fund more active.

Is the fund available for internal loans? No.

Web Weavers (Jillian)

Comment: A personal contact at Netscape says they are impressed by the site.

Inreach (Diana M)

Is there a broader plan developed for responding to people? Not as yet. It will hopefully be developed this week.

Comment: Perhaps a broader set of people can get together to discuss a plan for engaging new people who contact the organization. Personnel is going to meet with Inreach for this purpose as well as to discuss how to make contact.

Is it in the domain of this committee to find new people? This is an Outreach function. Personnel, Inreach and Outreach need to coordinate and delineate responsibilities.

Is there an Outreach committee? No. Personnel needs to develop a plan to mine for people resources.

ERB (Laird)

Has the ERB felt comfortable with the board's position in regards to the Bo Gritz issue? Yes. There were two policies. Non-violence and inclusivity in the publication. The problem was when these two conflicted with each other. We will attempt to address the issue of verbal non-violence and hate in the vision work.

ERB dialogued with the Bo Gritz and decided to take his word on their position until there was direct knowledge otherwise.

Development (Laird)

Is the issue of lack of time being addressed? How quickly that happens depends on the

training of the new pub mgr - this could take up to six months. We need to find an administrative assistant and then some transition could happen immediately.

Is the Admin Asst. budgeted? No.

Is there budgeting for this beyond this calendar year? Not yet. That will be addressed at this meeting.

Comment: There is a problem with transition and expanding staff when the meetings are six months apart. This has been exacerbated by the transition to a new accounting system and by getting familiar with new decision routing.

CMag (Laird)

There were conflicting reports on quality of photos. They are sharper but dark.

With Diana's move, is there any delay created? This is a recent move, so its not clear yet.

What is the routing of transitioning parts of Diana's job? Was there dialogue concerning this? Only with Pub Mgr. She has been direct with her plans and it seems to be proceeding well.

Executive Committee (Geoph)

Is it true that program development has been moved into finances? If so why? There is not clarity on what program development is. We will do research on this question and other questions Jeff raised and brought back to oversight.

Will new board members have "Board buddies" assigned? Yes. This will be helpful to bring new board members up to speed.

Questions about training and conference budget will be answered offline.

Not sure if grant pass-through is legal or not. Finance will discuss this with Jeff.

Comment: Adam's proposal was received and responded to, but we have not heard back from him.

There is a concern that the FIC column will disappear from Cmag. This column will appear when it is considered relevant.

TASK: This issue should be revisited in one year.

What is the training and conferences budget for? To get people in our organization appropriate training, e.g. Elph going to the Findhorn conference. Could be accounting training, etc.

Secretary (Laird)

What is the work with the Queer Network about? There was concern about how we represent our events and what their availability to them might be.

Site (Alex)

What do you want done with site committee questionnaire? Fill it out and hand it in at end of this session with names.

Are these questions for personal answers A of C event relevant? They are more for the event.

Should the name A of C be used at other times? This is unresolved.

TASK: Gathering committee should bring proposal to board re: when it is appropriate to use the A of C name.

Gatherings (Alex)

Income? Average income for 1998 is twice income for 1999 as a projection. This is due to paying workshop coordinators, paying for site rental, travel subsidies, etc.

Is the compensation agenda item in plenary going to cover A of C? It is going to come up in vision sessions. Meanwhile we need to take action in response to current issues. Policies need to be established.

Budget for A of C will be a board budget issue? Yes. Budget is approved for the event without line item discussion.

There is a concern about inviting people to attend the A of C sessions (without meals) because it is sold out. There will be a meeting of people with experience to figure out how to deal with it.

How will questions in the report get answered? There is a committee meeting scheduled.

COOLER: Hold over Oversight Committee report.

MONDAY, NOVEMBER 16 • SESSION 3 • 2-3:30pm F: Tree R: Laird

Housekeeping: agreed to create a Storage Bin list for handling later.

Committee Reports Continued

Oversight Cmtee Report (Geoph)

The cmtee is more active than ever before. Do members have enough time to handle the work

load? Time devoted is considered to be highly productive, and yet there's some worry that they may not be able to get to everything. There is still time spent learning what the current structure and routing is (or should be). Having said that, the cmtee believes it's beginning to wear the job more fully, and able to think about FIC in an ongoing way.

What is the relationship between Exec Secretary and Oversight? This will be addressed in the Wed topic on organizational structure and in the Personnel report on job descriptions.

Nominating Cmtee (Jillian)

The cmtee was tasked to come forward with a proposal for terms, and recommends that the regular term be three years. Three of the existing six will terminate in spring 2000, with the other three running until spring 2001. The three that expire in spring 2000 are Jillian, Harvey, and a person to be named later (the cmtee will commit to announcing the third expiring member before the end of the mtg).

What happens if a significant number of people fail to come to mtgs or drop off before their term expires? We'll have to deal creatively with that eventuality; no plan to deal with that is in place. Would like to see some process for filling unexpired terms without going through the whole (cumbersome) selection process.

Would like to see a simplified proposal in the future, but OK to live with this for now.

AGREED: to accept the cmtee's recommendation.

Budget I (Tony)

Handout: financial statement and balance sheet for 1998 and proposed budget for 1999

It appears we'll net about \$40,000 in unexpected income in 1998, a windfall that runs across the board. We still have a \$56,000 debt. In addition to approving the statements for 1998 and budget for next year, we have decisions to make about how to hold or allocate the projected cash balance for 1999. There is unclarity about how much detail to get into at the board level, yet this is the place to ask all financial questions.

In the last six months we switched over from Quicken to QuickBooks, which is a more robust system. This switch was effected during the July-

Oct period. The biggest share of the work was done by Cecil, with substantial help from Velma, Tony, McCune, and Laird.

First three sheets are the overall budget, cash flow report, and balance sheet. The remaining sheets are area details supporting the front page.

Financial Statement (Profit & Loss Statement)

There has been no review of this by Finance Cmtee; all requests have been included in this first draft of the 1999 budget. There are two items listed under "irregular." We decided to change the value of back issues of Cmag to zero, and to write off the Fine Print debt (since they went bankrupt and recovery of any of the money is questionable). Perhaps change in valuation of the magazine should be shown on the balance sheet instead.

Cash Flow Report

Because we do financial accounting on an accrual basis, this alone will not allow us to follow cash flow. Hence a separate report. It is important to also track this because it affects what we can and can't do at any given point of time.

Why is the PEACH interest listed as both a non-cash expense AND a cash expense?

Is the decrease in receivables attributable to closer tracking of accounting, or some change in doing business? Probably closer tracking, but change is also attributable to more credit card sales (substituting especially for retail receivables) and a shrinking of Directories in the wholesale pipeline—the receivables will experience a corresponding surge when the new edition is released.

We're projecting about \$21,000 in extra cash at the end of the year, after holding back money for Directory 2.3, reprinting facilitation books, and a \$10,000 cash buffer. Finance will make a recommendation about how to use this \$21,000, and it is expected to look closely at using it to retire the PEACH debt. It is the board's prerogative to consider other uses of the money that may seem to be worth more to us than the 8% interest we now pay on the debt.

How conservatively has this budget been prepared, especially in regard to the \$10,000 reserve? The Finance Cmtee has previously established a standard of maintaining a reserve in that amount.

Balance Sheet

The outstanding loans item includes an old loan (inherited from CESCO) worth about \$1800 with Liberty Gardens. It was proposed that we write that off, and Finance will consider this.

Why did we choose to devalue old issues of Cmag? To simplify accounting. It doesn't affect our future.

Why are credit charges listed (if valued at zero)? Occasionally there is a gap between charges and credits and having them on the form allows for this.

We will examine line items at future mtgs.

New areas to look more closely at:

- Hiring an Admin Asst for \$5,000
- Hiring a Pub Mgr for \$5,000
- Both Oversight and Art of Cmty have budgeted for travel and room and board
- Facilitation manuals. FIC has secured rights to reprinting *Building United Judgment* and *Manual for Group Facilitators* from the now-defunct Center for Conflict Resolution. This item is to print 1,000 of each title and then sell them.
- Org mtgs and related expense lines also have some new pieces.
- Development cmtee does not have anything included in the budget so far
- Training and conferences item is new.
- Exec Secy item has been separated out, though the numbers aren't different.
- Vision Cmtee is proposing a continuation of the dialogs.
- Art of Cmty will be paying for staff more next year, and we need to make projections for how we'll come out with Cedar Rapids in June.

Why are we moving more into printing other books and does it raise any values issues? Question about whether we should be selling books about consensus when our relationship to consensus is one of the underlying values that is up for examination in the Vision Cmtee's work.

We are already selling one out of print book, *In the Company of Others*, that we were able to obtain inexpensively and continue to keep available. If approved, the proposed process books would be

the second and third that we carry, not the first.

TUESDAY, NOVEMBER 17 • SESSION 4 • 8:30-10am F: Paul R: Diana M

Vision II (Paul)

Handouts: sheet with vision and mission statements, Focus Value questions

Working Fellowship Vision

We envision world where community is available, understood, appreciated and supported for all people who desire it and where the skills, structures, and wisdom of community are recognized as basic building blocks of a just and sustainable culture.

Operational Values Process

Paul encouraged listening and maintaining passion, while remaining open.

Introducton

In-depth process on Pivotal Value #1

Fishbowl

Small group conversation

Small group reports

Full group agreement seeking

Close/Wrap-up

Definition: Operational Values

- How we choose to operate internally
- Values we promote
- How we choose to promote externally (publicly)

There is a difference between internal operational values and values promoted externally by the organization because we have more specific and extensive cultural values that we operate on.

Paul posted the words and groupings (values cluster) that we created at Edenvale, with the ones we identified as more important highlighted. He selected one grouping to focus on for the fishbowl exercise:

Frugality, Simple Living, Egalitarianism, Financial Accessibility, Economic Justice, Non-consumerism.

Paul suggested that lack of clarity on what these words mean to us, and not having common understanding, makes it harder for us to do our

work and be as effective as possible.

The goal was to come up with some values statements as a result of the exercise.

The point was made that we are working toward organizational values, and these are not necessarily the exact words or values any of us would state as individuals. On the other hand, the values need to be close to our own personal values in order for any individual to feel aligned with the organization. The process is good because it can forge better alignment and clarity.

Fishbowl exercise: Terry, Tony, Hank, Ira and Diana C. discuss the questions. Then the entire group will break into groups of 4 to have similar discussions (session 5).

Fishbowl Discussion

Non-consumerism refers to things that imperil our world by using those products, not access to art, music and the electronic world, which are things we value. The word is too broad.

Focusing on obtaining things and money is a mindset for how you relate to the world – making money to gain things.

Frugality poses the same problem. Total focus on frugality still means your energy is going into thinking about money. It's a strategy, not a value.

It's easier for people who grew up with a lot of stuff to give it up, but what about people who never had that stuff, and just want it as part of their experience of the world?

Beware of judgements of other people, for instance people who come to conferences dressed in nice clothes. Some of us appear to have a negative attitude toward people having different senses of personal grooming or style.

Scary. Holding FEC values as our own, without acknowledging it. An attitude of being superior or a better communitarian? Community should be open to all styles, including wealthier.

FIC already screens out poorer people because of our emphasis on electronic communication. We just reach a small piece of the population. Looking forward to seeing how we handle the MAHP meeting, where there are less privileged people likely to attend.

Frustration is expressed with groups that work to create higher access to things for poor people, when others don't have easy access to those things

either.

We represent an educated class, rather than monied.

Broadening access to community, for instance co-housing groups that offer rental options for those who can't afford to buy in. Making it available. Perhaps reaching out to organizations that are working with working class people.

To extrapolate from the specific to the general is a mistake we make. Community can be structured in many ways, not just FEC types. Bad attitude toward co-housing groups has been an issue.

Our goal is to change the wider culture, not just make community more available to people who want it. Economic & social justice.

Need agreement on what our agenda really is. If our real work is justice, than that needs to be stated and agreed on. Need to define an economic philosophy, for instance, if that is true. Are we more than an organization that promotes community?

There is a difference between being poor and living sustainably, sometimes you need money. Access vs. money. Don't need to have money to have access. Don't need to NOT have money to have access.

Issue of wages vs. doing volunteer work. Our wage structure makes it difficult for people who need to work, and need better than \$9/hour.

This isn't a value, just that we don't have money. Need to make money, and have to limit scholarships. Our policy in this case comes from necessity, not values.

Discussion about the Discussion

It was hard to separate internal values from values want to promote, Some times talked more about external values.

Spent a bunch of time identifying differences, rather than commonality.

TUESDAY, NOVEMBER 17 • SESSION 5 • 10:30–Noon
F: Paul R: Diana M

Vision III: Reports of Group Discussions

Group 1

Simple Living: The sense of the FIC is sustainable living. This could be expressed many ways. For example using a low gas car or a bicycle.

Frugal Living: Conscientious stewardship of resources. It is important to consider the context and do wise things.

Egalitarianism: To welcome a wide range of people. Inclusively means that we care about the energy of those coming in. Respect for individual contributions. Encourage the emergence of “leadership” (this could be initiative, responsibility or vision). Leadership should respect individuals. It was interesting to talk of egalitarianism in terms other than economic.

Group 2

Egalitarianism and Initiative/Leadership: No conflict between egalitarianism and leadership. Many of the FIC leaders come from egalitarian communities. There is a new kind of leadership that does not rely on “power over” but rather on inspiring and empowering people. Sometimes egalitarianism has tempered enthusiasm of leaders for the sake of gathering support. Allow the group to come into ownership of the idea. Fear of being or having a charismatic leader.

Pioneers/entrepreneurs have a sense of ownership that newcomers don't necessarily have. Seems to be related to size and age of the org rather than egalitarian/ hierarchical structures.

Pay and Wages: Commonalities: complex issues, The factors are individual and organizational needs, individual's cost of living, equity across the organization, what the organization has available. Having the money available does not necessarily make the issue easier to deal with.

Unresolved issues: should skill level be relevant, is market value significant

Group 3

Focus on how attitudes about abundance, frugality and scarcity limit or enhance our operation.

Commonalities: interest in having accessibility to org meetings and A of C available by contributions

not limited to \$ i.e. sliding scale, work exchange, barter.

Interested in having as much diversity of living conditions (as related to expense to participate in each event) as possible, and to have a variety of events with some geared towards people with higher disposable incomes and some towards people with lower disposable income.

Unresolved issue: unconscious attitude that we need to reach people in the conventional ways with capital expenditure i.e. advertising, joining lecture circuit conferences, which limits our ability to celebrate our biggest resource (people)

Group 4

Common ground: There is a tension between personal values of money and market values. Compensation should consider people's needs and market values.

Differences: Personal and market values – how to determine the balance.

Also talked about how volunteers are/could be supported. It was difficult to arrive at common language to define agreement.

Group 5

Unresolved: There is a dynamic tension between two views of economic resources in the world – limited resources with competition vs. unlimited resources Members of FIC fall along a continuum on the issue, some carry internal conflicts as well. Asking what we want and how to get it, we run into issues of 1. we can't get it, 2. we shouldn't have it, 3. we shouldn't do it that way.

Common ground: desire to have a wide economic diversity represented in participants in our group. But are we intolerant or ineffective?

Group 6

Working Statement:

We encourage each individual to define for themselves and state to the group what needs they have in how we do our work together.

We commit to labor with, and resolve, how much of a person's needs we can meet based on holding the whole picture of what everyone says.

We will balance these needs with what resources are available to us.

We support accessibility to the widest range of people, and are committed to examining the ways in which we may inadvertently exclude or discourage participation.

We favor establishing a maximum ratio (3:1) for paid wages, but this does not have to happen now.

Open Questions: the org has seen itself primarily a volunteer org in the past. Will we be able to reach our goals if we continue to hold this image?

Factors we may consider in meeting people's needs include market value and level of responsibility in the org, but not sure how or what these factor in.

Wrap-Up

The group decided to identify and expand on the common threads arrived at.

Words that express commonality, sustainability, equity (egalitarianism), inclusivity/diversity, individual needs, working it out together, accessibility, fairness, getting things done, balance.

It was noted that there is not disagreement on the words, but how they are defined. How values are expressed in any particular situation becomes the issue, not what the values are.

What is more important is addressing the void. We are avoiding the tougher issues. Perhaps we should go to the unresolved issues. There are still problems in how we handle the things held in common.

Does this serve us or just become an exercise in words?

Pick one value, examine our failings and how we could approach accomplishing the goal represented.

TASK: The vision committee to look at the results and see where we should go next as a group.

Differences: market value (a consideration or not),

definitions, limited/unlimited resources, practical steps i.e. diversity, accessibility, mission, volunteerism vs. paid staff, personal needs vs. wage scale, priorities of allocation of resources, degree of stretching, depth vs. breadth, reimbursement of expenses for volunteers.

Paul said that we are likely to experience despair as we go through this process because these are more than words, they are feelings and passions. The committee has a lot of work to do to bring us to the next step. He sees lots of common ground as well as differences. It's hard to always live out values. They can be expressed as aspirations as a way to alleviate despair.

TUESDAY, NOVEMBER 17 • SESSION 6 • 2-3:30pm
F: Tree R: Jacob

Budget II (Tony)

Handout: the Development Budget addendum

The finance committee created a form for getting reimbursements. For car travel, provide mileage information from the odometer. Other travel expense reimbursements should be accompanied by receipts. The forms were passed out during the meeting. The money we have allocated for reimbursements will be distributed as fairly as possible. All board members should submit these forms, regardless of whether they are looking to be reimbursed for their travel expenses. Imps should submit the form only if they need to be reimbursed. All forms should be given to Geoph by 4pm Wednesday.

The Finance cmtee is creating a form for tracking volunteer labor. This will be useful for our own information, as well as for development purposes.

Authority Over Line Items

Questions had arisen over whether individuals or committees have control over redistributing funds between line items within their budget areas. The Finance Cmtee recommended: "Moving money from one line item to another is fine as long as [the] overall budget is not

significantly affected negatively. This should be done within the spirit and intent of the board in specifying line items. For example, it seems inappropriate in general to transfer money into wages or compensation or travel reimbursement without approval of [the] board or executive committee] (in consultation with Finance Committee). The larger the item the more an area manager should look to consulting with Finance/Board. And along with this authority is a responsibility to explain these changes at the next budget review."

People are generally expected not to go over budget, this will occasionally happen. Therefore, the qualifier "as long as overall budget is not significantly affected negatively" might be superfluous.

A suggestion was given to try this for six months and see how well this works. Finance feels that it currently hasn't been a big problem.

TASK: Finance committee will create a list which will concretely lay out the kinds of line items which would be appropriate to discuss with the Finance committee before changing.

Travel Subsidies and other reimbursements

The Travel reimbursement policy is unclear when dealing with meetings that occur between org mtgs. Some groups have begun asking for this. Finance doesn't feel it should set policy for this. Finance recommends that the travel committee look at this and have a policy in place for the next meeting.

Has this never been done in past? Yes. So we are now asking for a specific policy that allows for consistency, but it wouldn't require that everyone use it.

TASK: Travel subsidy committee will develop policy

Cash Flow Proposal

We have remaining available cash at the bottom of the column. Projected \$21,687. Finance recommendation for how this is used: Use half to pay the PEACH loan (we are paying PEACH \$2,000 per quarter for this year, and it is in the proposed budget that we pay them 5,000 per quarter for next year). The remainder of the money does not have a specific recommendation at this point. It will be put into an investment. This means that if FIC folks have an idea for using this money, approach the

board for spending it. This would probably not happen until figures are finalized around March.

Is PEACH okay with our current payback rate?

Yes. They would be happy with the idea of us accelerating our payback. Current principle outstanding is around 56,000 at end of this year. Is there frustration over the fact that we have not paid back the loan on time? They aren't happy about it, but have accepted it. They know the story and are comfortable with the situation at this point.

Should all of our remaining available money go to PEACH, or is it okay for us to save some for other projects? The proposal is to pay this back faster, unless there is a very good reason we need to spend it on ourselves, but we're approaching it conservatively and holding onto some reserve for ourselves.

Saving back some of the money is really to boost the scope and potential of our organization.

There may be some potentially important uses for this money of a similar priority to paying back PEACH. Since we are already increasing payback in the budget, there are concerns about spending half the remaining available cash, which could be used for those projects. It was suggested that it might be better to hold out 30-40K for possible initiatives on the horizon.

Perhaps the PEACH folk would not be happy if we were considering that. Clarified that they are comfortable because we have said we are working on paying the loan quickly. Holding back enough to not cause strife for the org is more inline with our agreement.

It was asked if this debt puts PEACH at risk for meeting other PEACH obligations. No.

In repairing the damage done in not paying the loan back sooner, it is felt that we have accrued a "debt of integrity" to pay this back timely.

Clarify numbers: \$4,400/year is what we are currently accruing in interest, but it would be cut to 2/3 of this if we pay off at the proposed rate. What would be the 1999 year-end number with this proposal? Approx. \$41,000 if we don't pay the half of the remaining cash and \$31,000 if we do.

Is there anyone with a concern about this proposal who could state that? Jeff expressed that our integrity to that debt is important AND that the org is at a critical juncture to

move to having a bigger impact on the world. These two issues are on par with each other for our spending priorities given that we are already accelerating payback rate.

These are ideas held in common, but the question of balance is one of the value questions we are looking at throughout this week.

It was pointed out that the current Finance cmtee proposal has money allotted for development/new proposals, so the current proposal already supports both ideals realistically. Suggestion of paying back the larger chunk through percentages throughout the year, not in one lump.

Alternative proposal: whatever the surplus is at the end of the year, we give the PEACH 50% as long as the surplus is at least \$20,000, otherwise we keep at least \$10,000.

Jeff's concerns are not satisfied by that. We have already put items into the budget showing an increase in expenditures, perhaps as much as 40-50K. Where will we get those resources. Feels that paying the \$20,000 in the proposed budget toward the PEACH loan seems sufficient.

Should other assets (outside of cash flow) be considered in this discussion (such as savings). Not really, since that's all we have available.

It was stated that this amount is already a compromise for how we spend this money. It is really important to pay back the money, and if we come across an idea that is so, then we can look to borrowing more.

It was pointed out that we are in very good shape financially to even have the choice of what to do with our extra money. We repaid money to Sandhill and TO quicker than we thought we would be able to. We are now paying back PEACH faster than anticipated, which is good. Feels that our proposed 1999 budget already shows a fair amount of expansion of our programs and work already. Even with that, we have this \$20,000 left over. Since this is the first time we have had the choice of what to do with remaining cash, leaving only \$10,000 to play around with is luxury enough.

Jeff clarified that he does not find how much we currently do acceptable, and wants to really grow the amount of work the FIC does for the world.

COOLER: continue discussing the Finance cmtee proposal at next budget session.

It was decided to continue on to other budget issues instead of the personnel-liaison item originally scheduled for this time.

Line Item Review

Tony has flagged items on the budget that should be looked at due to significant changes from last year. The board has the right to discuss and veto these line items if desired. The items below were discussed but not officially approved. Approval, if it will happen, will occur when the whole budget is approved in the next budget session.

Admin Secy: in the Exec Secy budget, there is an item for an Admin. Secy. Why is this needed? Is there more work, has the work shifted, etc? This is because we have discussed the fact that Laird needs to shift more of his time and work to Development. Also the new structure requires more administrative tasks to be done. There are new tasks as well as old tasks that need to be moved away from Laird.

Publications Manager: line item on the overall budget (blue page). Clarification: \$9 per hour for this position. Hours estimated represent a smaller role than would be possible for this position (for example, it could involve more marketing). There is the possibility that this role will be expanded through a proposal to the board in the future. The current assumption is that Marty will take this role to do the same work Laird used to do in this position.

Oversight Cmtee: line item on the overall P/L budget (blue page). Made up of \$2,200 interim travel, \$500 rm/bd @ org. meeting, \$800 office (phone). Pointed out that the Oversight cmtee is supposed to meet four times a year

Personnel Cmtee: on blue page for conference calls.

Facilitation Manuals: own separate budget addendum. It is calculated that these will net a profit for us and that there is a demand for the books. The bigger issue around this proposal is not whether it would be profitable, but rather a cash flow issue, since it would tie up 8,000, which would be made back in 4 years and then we would make pure profit. Clarified: we have exclusive copyright for these from the Center for Conflict Resolution, which was negotiated by Laird. The projected sales are based on

projected sales from Alpha Farm, demand suggested by NASCO and Laird's work. This is a conservative estimate and we expect that we could sell more.

The two books are *Building United Judgement* and *Manual for Group Facilitators*.

How is this related to the accounting and time concerns that we had regarding Community Bookshelf? Cecil confirmed that two new titles would not be a problem. It was confirmed that it is currently envisioned that this would be handled out of Sandhill.

Clarified that this item does not appear on P/L since we mark the expense as the books are sold. The cash expenditure is taken care of in the Cash Flow report.

There was the issue raised about publishing a book on consensus. Was this still an issue? No one expressed that it would be.

WEDNESDAY, NOVEMBER 18 • SESSION 7 • 8:30-10am F: Paul R: Jacob

The Rune Wunjo (Joy) was drawn.

Budget III (Tony)

Cash Flow Proposal Continued

The proposal from yesterday was restated.

People were asked to check-in on how they were feeling about this controversial issue. Jeff clarified that he was not proposing that the remaining available cash be spent, but rather that it just not be paid to PEACH until we can look at whether there is a compelling use for it elsewhere. Some possible ideas for its use would be a larger Communities Gathering, Development work, or improvement of Cmag.

It was suggested that we could pay PEACH the proposed amount, keeping in mind that we could apply for another loan if we needed it for new initiatives. Paying back the loan as quickly as possible would improve our ability to get loans in the future.

Jeff expressed anger at being perceived as the person who doesn't want to pay the loan back. He pointed out that we are already budgeting for spending money on new initiatives for next year; the question at hand is how much to payback and

how much to spend on new initiatives.

It was suggested that we sit down with the PEACH fund folk with open books and ask them about what they are comfortable with regarding the speed of our paying back the loan.

Laird expressed some dismay at the tension around this issue. He has talked with the PEACH loan folk about the rate we are paying back the loan. To clarify, this is a question of paying back the loan faster or much faster than originally expected. The amount of money being discussed is a relatively small amount. He feels that the amount of money we have available could reasonably be expanded through other resources if necessary (other loans, etc.) and would consider it worthwhile to follow the Finance Cmtee's proposal.

Tony stated that with the Directory expenses and income coming up over the coming years, we may actually have a lower income in 2000 unless some of our new initiatives pay off. He suggested that this was another reason to pay off the loan sooner than later.

Jeff stated he wouldn't block this issue, though he feels strongly about it. He is concerned in maintaining the balance of paying off the loan with building the organization.

Staying with the Finance Cmtee's recommendation would free up the organization from some of its debt in a way that would make it easier to pursue new initiatives.

There are numerous advantages that we already get from our partnership with the FEC communities (e.g. storage space, office space, etc.). The arguments for the expansive approach for our spending came from someone not affiliated with the communities behind the PEACH loan. It is possible for us to raise money, but only willing to risk so much for unknown and new initiatives. It is not right to risk money that came from someone else on new initiatives (as opposed to money that we raised ourselves).

Can we combine our desire to pay the loan back faster with the suggestion to discuss this issue with PEACH? Jeff is asking for us to have a conversation about our priorities for how to spend our money. What would the timeline be for us to get a new loan from PEACH if desired? We could talk to PEACH about the possibility of getting a fast turn

around for a future loan if we should need it.

There are values being expressed that come from FEC communities that are not necessarily representative of the wider values of the FIC community. Is there room for that wider range of values?

Jeff would like to move this along and stand aside on this issue. But he would like to move to a place where we are not dependent on the FEC's resources (without abandoning or depreciating those resources). It has taken us a year and half to pursue fund-raising and it will still take us six months to really get moving on that. He wants us to hold the sense that we could move on to supporting ourselves, and to recognize that he standing aside on the issue.

The Cash Flow Proposal was restated. The expectation is that this includes half of the remaining available cash, whatever that is at year end.

The question was raised of whether we wanted to consider the proposal from yesterday of maintaining a 10K reserve. We already have 10K set aside.

AGREED: The Finance Cmtee's Cash Flow Proposal was accepted, with Jeff standing aside for reason's stated above.

This has been very difficult and deals with major, important emotional and organizational issues.

Larger Gathering (Tony)

Handout: Events Cluster/Gatherings Committee Report Addendum

Is this designed to make money or reach new people since they imply different participants? Either or both, which could be explored later.

It was suggested that the committee's task of making money be listed last instead of its first.

Liked the idea of the committee researching the impact of this idea that included the social and cultural concerns of the group.

Suggested that \$500 be proposed for the committee's expenses instead of \$200.

It was expressed that this was a great idea and represented an important step for the group.

Ad hoc cmtees are structurally difficult and we should be wary of them in the future. There was some question as to whether the ad hoc cmtee should be a sub-cmtee of the Gatherings cmtee or

an ad-hoc cmtee to the Board.

It would make more sense to be a separate cmtee that communicates with Gatherings, but reports through the liaison directly.

AGREED: To form an ad-hoc committee in the Events Cluster to explore the idea of expanding our current Events work as outlined in the "Events Cluster/Gatherings Committee Report Addendum" and that the committee will report to the Events Cluster Liaison.

AD-HOC COMMITTEE: Bindi, Laird

AGREED: The ad-hoc cmtee will be given a budget of \$500.

Budget IV (Tony)

Line Item Review Continued

Development: note that this reflects something that would have to changed elsewhere in the budget in that 1/3 of the Exec. Secy's salary is shown here to represent a third of his time being spent on this. Also, the income line for the Development budget is not certain and 20K had been suggested. The 16,800 amount shown is arbitrary and is used simply because this budget came in late and this was done to keep the rest of the budget consistent. It was also clarified that all of the numbers on this budget were not certain figures since this is a new area of work.

Question about resources being allocated if new income comes in and how that plays into this. This budget was paced on our current expectations for the pace of Development work, but could expand if Development's methods brought in more income. It was pointed out that the recent agreement for moving funds around within a budget would allow for increased income to be spent on the committee within the spirit of the cmtee's work.

It was clarified that increased income should result in consultation with the Exec Cmtee and Finance before that additional money is spent.

Training and Conferences: on the overall P/L budget. It was explained that this is intended to cover costs for supporting the FIC being able to send people to important training or conference opportunities. The idea is that this is a small amount of money that would be watched for a year and monitored by the Exec Cmtee.

TASK: The Executive Cmtee will specifically report

on the use of these funds next year.

Vision: Caroline stepped in to facilitate to avoid conflict of interest for Tree.

It was suggested in Vision cmtee to even change or reduce the Vision budget. Tree had not yet re-itemized the budget to bring to plenary. It is unclear now if Vision is asking for a budget of 4K or 5K? Tony suggested this be discussed later in plenary.

COOLER: This topic will be further discussed tomorrow.

It was suggested that percentage amounts be added to the lines to make it easier to understand the relationships between the different line item spending.

TASK: The Finance Cmtee will include percentages for the line item spending in the budget.

WEDNESDAY, NOVEMBER 18 • SESSION 8 •
10:30am–Noon F: Caroline R: Kathey, Marty

Restructuring (Laird)

How have our shifts in committee structure and events made an impact on compensation or evaluation? He has had some confusion over changing roles as Secretary and others may as well. In the values, to the extent we have valued being a community, it may be that we are moving in directions that can have and impact on how we move as a community or less so in the future.

Restructuring Pieces

- Nature of our “Community”?
- Role of mgmt?
- Clarification of bd/staff/cmtee responsibilities
- Role of evaluation
- Compensation and reimbursement
- Alternatives to semi-annual board mtg structures
- How has the change from micro-management to more committees affected the energy in the board meetings? It hasn't been as easy lately.
- Newcomer participation
- Role of the liasons
- Weaving in absent imps
- Communication between mtgs
- Using technology

- Financial accessibility

Nature of our Community

Change from lots of interpersonal processing as a small group now that we are getting bigger. What if we were 80 people? We wouldn't be connected to the whole in the same way. You won't be able to hold the whole community in the same way.

We are good at shared power as a small group and have done it well, can we be as effective at pioneering this as a larger group.

Are we a cmty or are we a group to support cmty that has formed a cmty in the process.

Now as we are more of an organization, the role of selection of new members changes with that change. Now we need to put more attention on evaluation of the specifics that fit as we are growing.

It is often difficult to evaluate how well we are doing in transitions because we make so many mistakes. The important part of community is the feel of support you get for your work. With outside work, you get paid, so don't ask for the same kind of support. Need to reflect on an organization/community that is trying to do both. This organization needs to be community or our message would not be effective.

This is an organization of community representatives that is still at an early stage with impassioned people who needed each other for support and understanding of that passion and vision.

If a sense of community had not existed here, some would not have been drawn to participate.

Cmty is essential to making the org work. What does this mean? Making welcome everyone's input. Having a belief that we will be able to move forward together, to hear each other, embrace differences and find a way to work through it together. If this is lost a part of the soul of the org will be lost.

From the 1996 restructuring committee report.

“AGREED: We want to encourage people to be part of the FIC by developing closeness, trust, and good communication in doing the work together. This may create a sense of community either for the organization as a whole or for a subgroup. If at all possible, we want to develop the closeness without

creating exclusivity or

limited access to the work. AGREED: To use the following wording in meeting promotional materials: 'FIC membership or Board membership does not carry an implicit sense of community. If you want to participate in the sense of community such as is experienced by some portions of the Board, this is most frequently developed by intensive work together in an atmosphere of trust, closeness and good communication. No guarantees. The board needs to empower the committees by encouraging them to be self-sustaining and create a sense of community within themselves.

Organization does not need to be in conflict with community. Business principles that include people concerns reinforce sense of community.

This is an inexperienced group in dealing with these issues. Sometimes in our enthusiasm and innocence we run off and do things the wrong way. For example in our effort to not micro manage there needs to be a balance of how to move to that operational style. This can create unnecessary conflicts. The role of the board needs to be examined. The committees exist to serve the board. Good management does not mean control. It means encouragement and empowerment. The board needs to recognize this role.

The mandate of the FIC is to help build communities. The focus should be that it is an organization that has good communication and relationships that encourages community.

Sometimes we don't face up to our disagreements. While we intend to do this, we often don't do this. We have lots of agreement which is why we are all here, but the disagreements need to be addressed.

It's clear that we are a community even though we haven't finished discussing disagreements. These are ongoing and never end, should not be dodged by pretexts of being a big happy family. Not addressing it now does not diminish a sense of community.

At what point is giving direction or asking for information, meddling? When is it ok to have others give input? What are the boundaries?

Value openness as a default. Unless there is a real specific reason to not give out info, it should be shared. Time constraints might delay the sharing.

There are established lines of communication. When requests are made for info that requires extra

work or is outside direct lines of responsibility, the person should be able to say they don't want to or don't have time to do it. Individuals, even the exec secy, can make requests that add work and people should have the right to refuse. Other channels can be used to resolve conflicts.

Trust is the issue. Do you trust that the person refusing has a good reason? Is there reason not to trust someone's judgement?

Chain of command language is out of place. There needs to be trust that the request and the response are coming from reason and responsibility.

There is in fact a chain of command. Committees serve the board and serve at the board's pleasure. If the board decides that it doesn't like what a committee is doing, it has the right to say so.

On deciding to become a board based on goals rather than micromanaging we decided to put responsibility on Oversight and the exec secy to be overseers of committees. How much authority does Oversight and the exec secy have to ask for info from committees? The board has placed the responsibility there. Sometimes the liaison has a place in the communication when info is going down through the chain. When info is going back up, the liaison should be involved. Language in asking questions needs to be addressed, but there is not a structural problem. Oversight and exec secy have the right to ask questions.

Anyone should have the right to ask for anything and anyone should be able to say they can't or don't want to.

As a consensus org, requests are made to find out if a committee or individual can and is willing to do something. There are times that requests are made with an assumption of authority where people do not feel like they have the right to say no. There is an assumption that it will be done on demand. There also need to be channels for someone to resolve issues that result.

TASK: send the discussion to Oversight and come forward with a policy.

WEDNESDAY, NOVEMBER 18 • SESSION 9 • 2-3:30pm F: Alex R: Geoph

Y2K (Betty)

Handout: Y2K Report

Three knowns: (1) something will happen, ranging from mild bumps to major system failures; (2) nobody knows what, exactly, will happen – not even the “experts;” (3) if we take some steps now to prepare, then we have enough resources to deal with it. In this period, if things do get rough enough, FIC may be asked to provide resources, education, and leadership about building community. Our greatest opportunity is if we come at it from the perspective that it's a great organizing opportunity (and not come from a fear-based perspective).

A number of groups exist that are seriously addressing Y2K, and we could work with them, taking advantage of this surge of interest in “community” to do outreach and use our expertise to help others.

Lubbock TX closed down for a day as a test... they still need to make improvements, and there was clearly a lot of community organizing going on. A whole series of potential “preview” bumps is expected to show up in 1999 – so we need to begin preparing now, or it may be too late to get in position. There may be some government money available (that's usually isn't) for doing community organizing.

Could put together packets to help communities organize in their local areas. Might look at something on the model we're using for the community dialogues. Big challenge at this point is dealing with the abundance of misinformation; what would be great is to track those communities that have done something, and keep a library of their accomplishments. Many communities have a stable food resource available when/if the infrastructure fails.

AGREED: Ad Hoc cmtee (Kathey, Hank, Caroline, Loren, Betty) will brainstorm on this topic and come back tomorrow with suggested direction to pursue this discussion, including guidance for what the Exec Secy should plan for, ideas on content, and how should we look at advertising and outreach in this context.

Job Descriptions (Jillian)

Handout: Oversight and Exec Secy job descriptions
Personnel Cmtee worked simultaneously on Oversight Cmtee and Exec Secy job descriptions because they interlock so much. Under Oversight Cmtee's Primary Role, description should include the word “periodic” re the frequency of their monitoring role. Looked at Exec Secy as staff for the Oversight Cmtee, gathering info from day to day, and reporting periodically. #5: Oversight does predigestion of agenda items, but Agenda Cmtee does actual scheduling of discussion. Right now only the Admin Assistant reports directly to the Exec Secy; the Office Mgr reports directly to the Bd. Exec Secy is responsible for monitoring task follow-up on behalf of Oversight Cmtee, mostly through the Liaisons. In that role Exec Secy holds the overall sense of the org.

Confusion about whether Office Mgr should report directly to the Bd (which hires the Office Mgr) or to the Exec Secy.

How different is the Oversight Cmtee from the AC Cmtee of old? Composition different – previously somewhat self-selected; now mandated based on roles in the org. Once was all old-timers, now well mixed. AC was implementation oriented; Oversight is not. Oversight has recently become much more proactive, much like the old AC; it does agenda pre-screening (a very powerful role, needs to be done with sensitivity); both were/are proactive in monitoring the org and creating initiatives.

Concern that the power of predigesting the agenda causes an awkward internal dynamic – example: this time having Y2K on the agenda ... folks didn't know who was behind it, or what was the substance. We need to get better at distributing info before having discussion at the Bd level. Likewise there could be a problem about what doesn't make the agenda.

COOLER: Continue this discussion and Role of Liaisons tomorrow.

Personnel Appointments (Jillian)

Cmtee is working in lots of areas, but the big news is that Marty Klaif has been accepted as Publications Manager. [Applause.]

Personnel's task is to do a screening; it brings forward to the board only a limited number of

candidates for any position needing to be filled.

Presently working with Inreach to fill holes in that committee. Now in a transition period where Inreach will be doing more of the front line work to screen new folks interested in getting involved in the organization.

Personnel is also looking to add to its own ranks. They have a heavy load of staffing work to do.

Oversight Update (Laird)

Office Mgr should not be under the Exec Secy, as noted above.

TASK: This decision was questioned in plenary, will be discussed by Caroline & Betty.

We agreed to look for folks with ideas about/skills in answering questions that the office is not able to answer. We will announce this need with a blurb in the newsletter, and are looking at possibilities for using the website.

TASK: Inreach & Personnel to work on looking at their interrelationship and overlap (to eliminate confusion, and closing holes), and report back on that in May (or sooner).

We made a mistake: we recommended putting interest from capital reserves into administration of those funds. This decision was in conflict with prior Bd decision, so the earlier decision will stand.

Declined to promote the Big Planet (an MLM phone service) opportunity. Jillian is going to do some research on related opportunities that might better suit our needs.

Worked on how to handle intra-organizational requests for information or tasks, and how to proceed if the response is not satisfactory.

Working on what/how to reimburse expenses for room and board costs during org mtgs.

TASK: to Oversight Cmtee: report back in the spring.

TASK: Some would have wanted to be in on that discussion, but didn't know that it was happening. We should look at way to ask what players should be involved in which discussions. Cmtee can post its agenda; folks interested need to inform the Oversight Cmtee they'd like to be in on that discussion.

Closing Rune: Growth/Rebirth/Life Process, shape of birch tree

THURSDAY, NOVEMBER 18 • SESSION 10 • 8:30-10am F: Betty R: Tree

Rune for this morning: Opening Up

Vision IV (Paul)

Handout: Compensation Proposal.

Vision Cmtee worked with material from previous sessions, entered Personnel's domain by writing a proposal on compensation.

Under B there are 4 items listed, is the order by priority? Yes.

Is this theory only, since we don't have enough money to pay these amounts? Yes.

Is the minimum wage \$10/hour? No.

Doesn't address salaried staff (as compared with hourly).

Does this include positions that might involve a commission? Didn't think about it.

How to determine what positions would be paid? Not included.

This proposal skips value statement on compensation by moving directly to implementation. Work backward from there? Value here is that we want to limit disparity between high & low pay. For one person that might mean all equal pay, for another it could mean 10:1, a compromise is 4:1.

Balances values with practical necessities.

Implies assessment of individual circumstance, not just applying a formula.

Level of skill shouldn't be as high priority as listed here, also there was some discomfort with multiple of 4 and valuing some people's contribution more than others'. Some would prefer not to take that into account at all, but see that it's ok for org.

Clarification: #3 relates to a function, not a person.

Concerned, if it means we'd pay a highly skilled cook more than a moderately skilled fundraiser.

Clarification: Filing clerk doesn't require as much skill as office manager, so we'd compensate office manager higher. So this proposal calls for looking at what level of skill is required for a position. Is individual experience/skill level even included here? Listed in #4, at end.

A & B are organizationally determined, interface

with individual candidate comes at C.

It was suggested that market value should be first priority. Need to see what scale is, even if we can find someone to work for less.

People get paid all sorts of money for all different jobs. Some fundraisers get paid \$25,000, others \$60,000, for different organizations. Market value is not the primary factor.

Market for us is people who are interested in what we're doing.

Balance our values with practical necessities, market value is an unfortunate reality.

Some have discomfort with the numbers here, although the values feel appropriate. These types of numbers may be appropriate later, but not now.

Once we are able to pay for people's basic costs incurred in working for this org, it is more reasonable to consider raising our wage scale. However, concerned about 4:1. \$80,000 feels very excessive.

The question is whether the balance /theory is in line with our values. For some, not.

Market value is not a statement about the value of the people/skills doing the job. Here in FIC we have a chance to model something new. This expresses the value of recognizing the value an individual brings to the organization.

If our mission is very big, the continuum on which we find our balance is bigger than the mission we are expressing now, which has a smaller continuum.

See no need for A2, about max ceiling. It is based on a 40 hour week.

This discussion highlights the difficulty of: some of us work for very low money in order to achieve the goals of spreading cmtty instead of having more comfort in our lives. But, maybe we need to examine whether we are here to serve us or to serve those populations. We might serve them better if we paid market values.

Can the organization survive if don't pay that way?

Market values are complex. In an income sharing community, the value is everyone sharing the same standard of living. But outside the community, we products are sold within the market value. If FIC is paying someone, we must consider that they are interacting with the mainstream economy, which does use market values.

Holding the values of fairness and integrity, and wanting community to be available to people. So, the FIC should be based on a model using these, which means a fair pay scale.

This discussion is always framed with an assumption that we are at the bottom of a scale and we need to pull everyone up to it. What might be better would be to set the common pay scale closer to the market values. Let everyone have more money, using the abundance model.

(Some disagreement in the room about whether individuals might choose to receive more money than they need. Side point.)

Org needs us to come together on this, because it is essential to come together before moving forward. We could do some intense work to really stand in each others' shoes.

Some had a sense of not being acknowledged that some people live in an urban environment, maybe with kids, and need much more money to live in comfort. Feeling of fear around a perceived value on self-denial. (Process questions about whether to discuss or do an exercise.)

If we pull ourselves up to a higher pay scale together, we are still leaving poor people behind, who don't have the choices that we do to bring in more money.

Obvious common ground: we want to live out our mission. We don't want to be motivated by money alone. Our goals for community are also goals about a world without poverty. Even though two of us are at opposite places about market value, we are still having a healthy process and conversation.

Some of us want to model now the way the world should be. Some of us think comfort means different things. Many of the statements here have lots of assumptions. An assumption is that people still aligned with mainstream values have not deconstructed their world views. We don't even understand what each others assumptions are. Some of us live in two worlds.

The solution to poverty is not in letting poor people stay poor and having the rest of the people join them. There is a difference between simplicity and poverty

Just because money is finite, doesn't mean we should use that scale. Higher number doesn't mean a better life.

THURSDAY, NOVEMBER 18 • SESSION 11 •
10:30am–Noon F: Betty, Alex R: Diana M

Vision V: Exercise

Explore misconceptions each of us holds about other people's point of view.

Process is to have one person state a position. Others will come up and take a physical position relative to that which reflects their feeling of alignment with the statement. Asterisk (*) indicates new speaker.

* Cmty is vital to our world. Communication and other lessons of community need to be brought to the outside world. We are well positioned to promote and do this work. This is a big task: to promote the education of broader culture while also working to develop segments that are in or seeking community and strengthening communities.

Need to live our values, but need a balance with the mainstream. Balance is further from our own place, and more mainstream than we've been willing to go. Scary, but need to go there and use more of the resources mainstream culture has to offer. Need to work more with mainstream values and this means (among other things) paying higher salaries.

* As we stretch and expand who we reach, need to pay attention to making sure we don't lose people who are currently involved. Don't lose the "thing of community" that we're about.

* Would be surprised if we don't lose a bunch of people. If there is alignment great, but people can go away if there isn't alignment. Don't want to focus on making sure people still feel welcome. We may need to make decisions that we know will push people away but creates a larger umbrella overall.

* Room for disagreement so long as all our decisions are in support of the larger mission. Different sides can be accommodated. Shouldn't have to split group or lose people.

* What we're trying to do is different from what

culture does now. Have to act our rap.

* How much change society needs is an issue. Are we inhibiting our ability to do our work by requiring changes that are more extreme than necessary?

* Focus on values that build us as a community rather than on holding people.

* Organization that has people in it because they want to do what the organization is doing. People might not choose a position with us if the pay is too low, but this is different than someone who only knows we exist because we offered a salary.

* Need to learn how to work with those people, even if they don't join the staff. Working together is a great way to build bridges. People will see our integrity and spirit.

* It's not about splitting and saying which is the right model, but rather announcing that people can come and see who we are and how we're living and see the integrity.

* Having conversations with as wide a range of people as possible is an important part of our culture. Looking for bridges. Find out who they are before we push who we are.

* Fearful of trying to build the tent so big that it fits too many people under it. Fearful that will be effective in a way of breadth rather than depth. Wants to stay smaller and more focussed.

* Pull people who are really pulled to it, not by money. Pulling a lot of people who are attracted by money is not where we want to be.

* Primary interest is in how effective (rather than big) we can be. Use resources (not values) from mainstream culture where this is useful.

* Culture teaches us all about fragmentation. Do whatever we do in a way that tries to bridge. Let people go if necessary, but try to avoid it. This is the magic of what community is.

* Branch out or have a big umbrella, with subgroups inside that are working in specific areas.

* People who want to "go there" (live in community), but don't know how and need smaller easy steps.

* Beginning to respect the work of cohousing more. Seeing how it brings greater parts of culture into cooperative lifestyle.

* Community with pods or subcommunities. Allow lots of differences, but align with pod that is closest to our values and desires.

* Are there models of organizations that have embraced people who want to go radically in different directions? Or is this new? Can we figure out a way to do this?

* Network or clusters or coalition rather than one organization.

* We are an organization. People can leave the org and still be part of the values and movement.

* Issue seems to be around importance of process in achieving mission.

* Look at the tools and then decide. Be willing to make values mistakes while exploring tools.

* We use mainstream tools now. This excludes people who don't have access to all the tools. Be radical in how we create an organization that people have access to who don't have all the mainstream tools at their disposal. How to address people who simply have no money. For a fair and just world, we need to think about them.

* Justice has nothing to do with the tools we use.

* If we depend on those tools to the degree that we don't reach others who can't interact this way, we lose them. Make our organization about more, but more access, not more money, or tools that require more money.

* Radical groups need to remain radical. If you want to change the playing field for the mainstream, then gotta reach the mainstream in a sensible way.

* We are radical in that we are trying to be inclusive and diverse.

* Think about value of sustainability. Is it sustainable to pay high salaries? Is it sustainable cultural practice to value high salaries? Model our beliefs.

Time is up. How to proceed? Have vision cmtee work on the feedback from this session and prepare something for next org mtg or create a different cmtee? Vision

Concern about is this diverse enough? (Hank, Jeff, Paul, Laird, Betty, Brad) Diana M volunteers to help. Also Tony, but just for this process.

TASK: Work with notes from this and the issues that came up. Come up with questions that will further this work. Include Diana M and Tony in discussions.

TASK: Personnel will do their thing re: the volunteers going on the cmtee.

Y2K Questions (Alex Facilitates, Hank Presents)

Have some ideas, but no concrete proposals. Most relevant is that we have skills and resources around community and sustainability, which is important for Y2K. Focus on being proactive and prepared, rather than fear.

Example proposals:

- stories of positive preparation
- skills or tools to offer
- organizing suggestions
- crisis preparedness pamphlet/packet

PROPOSAL: Oversight to select an ad hoc cmtee to see how we wish to work with the Y2K issue.

Methods:

Newsletter, Web, mailing about what is being done in communities to prepare for this.

Expand dialog process that includes 2nd dialog that focuses on this issue.

Create materials about community building that could go out with materials from other Y2K groups.

Work with our contacts to mobilize around this opportunity.

How does this effect the secy? Secy would do selected items that fit in with work already being done. Oversight would do some of the work if they activate the ad hoc cmtee.

Laird still has concern about who will coordinate effort and where this fits into the work he's already doing. Wants to define how much attention he should give it. Leave it to Oversight.

Whether we want to be involved in this at all is the first issue.

Concerns about getting too strongly involved with the Y2K movement. Already have whole next issue of Cmag devoted. Hesitant to allocate too much of our organizational resources in this direction. Be reactive when people come to us, but don't dedicate many resources to being proactive. Allocate somebody to deal with the reactive stuff, which could be a lot.

What is the concern about being proactive? Too much resource usage, especially Laird's time.

Also the attachment to fear that many approach Y2K issue with. We've already stated we will avoid this.

Treatment in Cmag is informational about response to possible Y2K problems and preparedness. We'll be getting lots of requests even if we're not proactive, so maybe it will save time if we're proactive about putting out answers to questions the media will raise.

AGREED: Form an ad hoc cmtee. Oversight will help them define tasks and monitor their progress in implementation. Their job is to figure out the most energy-efficient way to use the skills and resources we have and make plans for how to react to different levels of response. Oversight will work on budget.

Volunteers for Personnel to consider for cmtee: Tree, Caroline, Loren, Harvey?, people will meet this weekend.

Terry O'Keefe is willing to write an article for the membership newsletter.

Dialog Project (Tree)

Continue doing this? Target is 50 dialog meetings in 1999. Tree will continue coordinating. This is its own entity and not Vision cmtee work. Budget \$5000 because this may be expanded to Y2K also.

Should this be part of Events or Outreach cluster? Events cluster because Tree is liaison of Outreach.

Make sure there are people who will do a mtg in this group (commitment to 15-30). Last time new people made events too.

This is a great, easy way to do our work and benefit at the grass roots level. Belongs in Outreach cluster.

TASK: Oversight to answer the cluster question. Jeff wants them to consult with him on decision.

AGREED: Vision Dialogs will continue as a program of FIC, with a budget of \$5000. Tree will continue coordinating. This will be an autonomous project, no longer under the auspices of the Vision committee. They will target 50 events held during 1999. Oversight will figure out which cluster the project belongs in, and address any other issues.

THURSDAY, NOVEMBER 18 • SESSION 12 • 2-3.30pm F: Tony and Caroline, alternating R: Jacob

Budget Approval (Tony)

Vision

It was asked that this be renamed the Dialog project instead of the Vision project. The budget looked okay to everyone and Tony will add it to the official budget addenda.

Directory 3

The budget does not currently show the funds and money needed for Directory 3. The business plan approved this.

Overall Budget

Tony announced small changes that brought the new income line to 18,520. Everyone was okay with this.

Publications Manager

There was \$750 for the Publications Manager in the 1998 budget.

AGREED: The board approved the budget.

Liaisons (Caroline)

Check with the board about how the liaison structure is working. First by hearing from the board on its experience with the liaison structure. Then hearing from the liaisons themselves.

Tree's liaisonship (Outreach) was very low key. Her cluster was not a very active cluster. When she remembered or was reminded to check, she got okays. Halfway through she put herself on their lists.

Jillian (Community Services) was also low key. She would e-mail the loan fund cmtee occasionally and they were okay, although needed more people. She recognized no need for a second liaison

Hank (Membership) did not pay a lot of attention to his cluster. Only has two cmtee's, but one isn't very active. Had one question that he wasn't sure how to answer. He's not a listener on the email lists.

Ira (Administration) no activity

Laird (ERB) said his was an active cluster. With revived interest in the newsletter as well as regular Cmag work. ERB oversaw finding new person for newsletter. Also, the Directory came into play this year. Tony asked if the

liaison position changed the ERB's work at all. Laird didn't feel it did. Betty felt there was a conceptual change, and she questioned if the ERB should be the liaison. Things came in that she thought were liaison related, but not necessarily related to an editorial board's work.

Jeff (Human Resources) was moderately active. He had some contact and stayed on all the e-mail lists, occasionally getting involved. He asked for reports from the cmtees in the cluster. He felt he did about a 2 on a scale from 1-10.

Tony (Events) worked actively as a liaison and his cluster was active. He did a lot of consultation with Alex as the A of C coordinator. Worked with coordinating things between the Exec Secy and the cmtee. He could have done more, but was active as the conduit of values questions with the board.

Raises issues about the liaison roles. We are restructured in a new way, yet we are not giving it adequate support. We need to manage our resources well. It seems we are trying to that through the liaison role. It doesn't feel sufficient so far, but this role is still being developed and is at an early start. The liaisons should be helping to manage their clusters. Are all liaisons managers? Should we try to develop managers for the different areas?

We have not been active in the way the liaison roles have been developed, recognizing that some clusters are more active. If we are going to stick with this structure we need more proactive work.

Hank thinks the liaison's role is becoming clearer, and isn't sure that he should be doing it. He is happy being a conduit of information, but is not interested in being in a management role. He's not sure this is a requirement for being on the board, or that it is something he wants to do.

It was pointed out that we started with each board member being a liaison. Maybe some board members are willing to be liaisons to more than one cluster. Not having a liaison would not be a good idea. Some people are interested and involved in several clusters already.

It doesn't seem reasonable to expect bd members to manage a cluster, since they are already very busy. Liaison is more of a conduit of information role. It was suggested to split it into two roles, one as liaison and one as manager.

It's an important question whether cmtee's need management or not. Based on the question of whether we are talking about management or control, and that sometimes people are scared of the word management (inspiration, coordination, etc.). If we don't have that, we are dooming ourselves to failure in the new structure.

The struggles is more about centralized management. The liaisons provide information to the bd from another conduit than the Exec. Secy to provide another viewpoint to balance out the centralized workload of the Exec Secy.

Any management is better than none. Some cmtees already have managers which allows the liaison to really just be an information conduit. Maybe have middle manager(s) that work with the liaison.

As a board, we set priorities and tasks and it is our role to oversee that. Often an Executive Director is hired to do this work for the board. If we have cmtee managers, who manages them? We need an overall management function to be filled. Oversight does that now, but it seems that we are creating elaborate structures to work around a fear of central management power. Often Central management works well, with an understanding of the concerns that raises. It doesn't work well to not have a central person who has an overview of the organization's entire work.

We have broken up the management function. The liaisons are the eyes and ears for the organization, and the Oversight committee does have that central management role, as does the Exec Secy. The liaison's role is somewhat like a cheerleader, but is not wholly a management position.

We're not ready to create a new Exec Director position. Oversight is working a lot on this issue.

When Oversight puts out calls for issues, there is very little response from conveners or liaisons. The Exec Secy and Oversight can't find the issues. Someone else should bring these issues to their attention.

Clearly define that we have central management in the Oversight cmtee and the Exec Secy. The liaisons have expressed that being managers doesn't work that well, so we should not hold

them in that position. Laird should be empowered in this role of actively pursuing these management issues.

It is pointed out that the Exec Secy's job description already covers this.

Laird asked for clarity in Laird's responsibility in relation to the liaisons.

Executive Secretary Job Description (Jillian)

Tony expressed concern at facilitating this since he has opinions on this topic, but no one had objections to him continuing and no one else volunteered to facilitate.

It was suggested that the discussion stay focused on the issue of central management and then move on to the rest of the job description afterwards.

Description is like the liaison role, but on a day-to-day basis. However, management needs to cultivate the work being done. This role needs to be played better, perhaps through a centralized manager. This is not clearly done in the Exec Secy nor in the liaison's role.

The section that referred to the Exec Secy assigning roles and tasks to cmtees and personnel, represents stronger management.

It was suggested we add a more general definition to the Exec Secy's role saying that it would act under the Oversight cmtee's direction. He currently doesn't have authority to do that.

Perhaps we are confusing Laird's past role, with how we are now talking about a centralized manager who runs projects. Previously he was centrally involved throughout the organization which has now been redistributed. These are different issues with concern to power.

Who does the Exec Secy report to and who has management authority. How do people see that role for Oversight and how do they feel about that management role coming from a cmtee.

The Exec Secy has the day to day role while the Oversight Cmtee gets periodic updates to keep track of the organization's progress.

It is okay to have managers at different levels and reporting back. Give the clusters having a fair amount of autonomy from the central board that coordinates clearly.

Concern with the board giving up management role. Okay with someone like the pub. manager

having lots of autonomy, but the board should still be able to manage if that role is not being filled well. We need active check-ins and monitoring points to keep track of the organization.

Different picture: a bunch of autonomous cmtees working really well on their own. Some areas fall short, not from lack of management, but from lack of people energy (e.g. Inreach).

It's not good enough that whatever we do is better than what we did before. We need to set up a structure to really serve us to move forward in accomplishing our tasks.

The barrier to that is not based in Laird not having enough authority.

Once we identify the needs, we can communicate this clearly to Personnel to get a sense of what roles we need to have filled.

Laird felt that he's changed his communication path. In the past 6 months, he has been talking to liaison's and the board, but not directly to cmtees. He has been frustrated therefore with passive liaisons. He wants to know from the board if it is okay for him to directly check with cmtees about their work and tasks. If he checks in with a cmtee and things are not proceeding smoothly, how is he supposed to proceed? How would the board like this to be handled?

We have 4 or more entities that are trying to do the Personnel work. It makes for confusion. As long as we know to tread lightly, we can get the job done. We have the Exec Secy, Personnel, Inreach, and the Vision cmtee has picked up some of this work as well. At least three of those are volunteer. Also, we are trying to take things off of Laird's plate, not put things on. If he comes in today and says some cmtees aren't full and he asks what we are doing, then it is appropriate for Personnel to accept that information and move ahead with that.

Laird clarified: If he sees something that doesn't seem to be going on the way he expected it should, he looks into it and discovers a problem or disagreement. If he's in a management role, then he should problem solve. But right now, he feels that would be touchy. He would like guidance on how that should be handled.

Laird should solve problems, but if he meets resistance or problems, then he should refer to Oversight.

Laird said that as soon he saw it as an issue, he would communicate with the liaison.

Do the cmtee's have the right to ask Laird not to intervene? Fine line between asking questions and trouble shooting versus the Exec Secy actually stepping in to solve the problems, and hopefully this will happen infrequently.

It was proposed that some flexibility be built into the job description and to leave the interpretation of that flexibility to Oversight in guiding that role.

Change the role for the Exec Secy to state: To take such action as is necessary to ensure the fulfillment of the organization's goals under the direction of the Oversight Cmtee.

People had some concerns, but were willing to try it out and see how it works.

AGREED: to accept the Executive Secretary job description, with the wording change stated above.

The proposed liaison statement will not be accepted.

Oversight will welcome any thoughtful ideas about what to review with this in the June Meeting.

Caroline doesn't want this to be viewed as a Cross town bus, but as we continue to refine our structure, she would like to see some way for us to add an historical perspective. She doesn't have a specific proposal, but she reviews in her mind the history of the organization's discussion and would like to see that become more formalized.

COOLER: The question of liaison assignments will be picked up later this afternoon.

THURSDAY, NOVEMBER 18 • SESSION 13 • 4-5:30pm F: Tony R: Hank

Autonomy and Requests (Geoph)

Diagram in Appendix D

From the context of "Laird's job" discussion. Discussed in Oversight

How requests for tasks or info flow through the organization. This mostly relates to when there are questions of whether someone needs to do something or not. Geoph presented a chart that illustrates the flow of how decisions are made, and who is involved in those decisions. This covers, among other things, all the reasons someone might

not want to do something.

Does it matter who is making the request? No. This process is how all tasks and info requests will be dealt with.

Etiquette/norm: if asked, you answer the request, or give reason of why not

A missing piece is conflict resolution and mediation committee. Committee is not yet active, but is relevant.

Concern about too many "wacko" questions, and that Oversight will have too many tasks to deal with.

TASK: Geoph agreed to create a version of the chart for the minutes.

Concerned about prioritization about which requests are paid attention too, specifically when it is an outside request. There is no decision process about how to decide whether or not to take on a task.

Caroline: Perhaps we should create another chart for dealing with this.

In the charge of a committee, it defines how they get assistance for decisions. There has been more of a problem with letting people take charge of their work, than clear process.

Personnel needs to offer direction on this. Need an evaluation process for this.

The question is about the Balance of trusting committees and reviewing them.

AGREED: The chart in general is the system we will use for task and info requests.

Staff Positions (Jillian)

New ERB candidate, Paul DeLapa. New committee would be Betty, Laird and Paul. Paul would remain as staff of the magazine. There have been extensive discussions around Paul being staff of magazine, and on ERB.

Suggestion that the ERB to check in with the board for direction more.

FREEZER: Open discussion on our editorial policy and the ERB.

AGREED: Paul DeLapa is added to ERB

Issue about board members being staff members. Many foundations have policy that no board member is a staff member. It may exclude us from a lot of foundation grants in the future

People have stepped off board because they became staff. In Paul's case we let it go.

TASK: Jacob will research how board members being staff affects foundations and grants

Liaisons Continued (Tony)

Carried over from last session.

Jeff wants to drop role as Liaison, in general. Ira probably won't do anything unless she is interested in work of cluster, or if they ask her questions.

Geoph K. is no longer on ERB, and therefore not a liaison.

Evaluation

What could improve

need bathroom in office

better staff accommodations

space for meetings was too big

need onsite accommodations for beloved old friends who are not quiteimps

agenda changes not up to our usual standards of being made clear

could do better getting reports in on time

report formatting could be better

good to see more working comments towards agreement

miss old faces

need more non-board member facilitators

could improve overall energy level

wish we could report on finances without falling asleep

no hot tub since Stonehaven

could learn more about graphic scribing as visual support for facilitation

lack of planned group fun activities - structured, trips, etc.

because of A of C, people planning that have not been able to participate as fully

because of A of C,, we don't have a community day

other methods for conversations

larger print on finance reports

health and wellness has not been present enough - no stretching, etc.

need committee slot each of first three days

not enough new people showing up to this process

because of A of C, - become customers of A of C instead of participants

pre-chew proposals more before they come to plenary

What we did well

great chairs
fun talent show
excellent facilitation
good scenic surroundings
good snacks first few days
great food
great hosts
good values discussions
good use of “embodiment” in values discussion (movement)
great committee scheduling
greatly improved financial reporting
greatly improved finances
Paul did a lot of great behind the scenes work
Oversight and Personnel have done great work
good proposal screening agenda work by Oversight
all the details Heather has been dealing with
Jenny's mentoring
great group of people
logistical support work is widely shared
the way we used committee time
took good honest look at our management style and some difficult issues
new people giving support
best job ever at keeping plenary focused on appropriate topics
valuable council process
disagreements
many reports sent out significantly in advance of meetings (by email)

Appendix A: Handouts

Board members and other imps who attended the Meeting should have received handouts, including: Agenda, Business Development Group Report, Executive Secretary Job Description, Vision Committee's Compensation Proposal, Liaison Job Description, Oversight Committee Job Description (2nd Draft), Y2K Proposal, Events Cluster/Gathering Committee Report Addendum, Oversight Committee Report, Directory 2000

Report, Vision Committee Report, Publications Manager Report, Office Manager Report, Personnel Committee Report, Membership Committee Report, Loan Fund Report, Web Weaver Report, Inreach Committee Report, ERB Report, Development Committee Report, Cmag Report, Executive Committee Report, Executive Secretary Report, Site Committee Report, Gatherings Committee Report, Who You Gonna Call Flow Chart, and a Participant's List.

Vision Committee Handouts include: Sheet with Vision, Mission, Values and Objectives, Focus Value, Compensation Proposal

Financial Handouts include: Budgets, Balance Sheet, and Income and Expense Reports for: Secretary, Directory 2.x, Facilitation Manuals, Cmag, Vision Committee, Office, Membership Committee, Art of Community, WWW and Development, and a Cash Flow Report.

If you were not at the meeting or for any other reason did not receive these handouts, you may request a copy from the Office.

Appendix B: Task List

TASK: develop a plan for publicizing and making loan fund more active.

Is the fund available for internal loans? No.

TASK: develop a plan for publicizing and making loan fund more active.

TASK: This issue of including the FIC column in each Newsletter should be revisited in one year.

TASK: Gathering committee should bring proposal to board re: when it is appropriate to use the A of

TASK: The vision committee to look at the results and see where we should go next as a group.

TASK: Finance committee will create a list which will concretely lay out the kinds of line items which would be appropriate to discuss with the Finance committee before changing.

TASK: Travel subsidy committee will develop policy

TASK: The Executive Cmtee will specifically report on the use of Training and Conferences funds next year.

TASK: The Finance Cmtee will include percentages for line item spending in the budget.

TASK: Issue of who Office Manager reports to will be discussed by Caroline & Betty.

TASK: Inreach & Personnel to work on looking at their interrelationship and overlap (to eliminate confusion, and closing holes), and report back on that in May (or sooner).

TASK: Oversight Cmtee to report back in the spring about what/how to reimburse expenses for room and board during org mtgs.

TASK: Committees to post meeting agendas; folks interested need to inform the Oversight Cmtee they'd like to be in on that discussion.

TASK: Work with notes Vision exercise and the issues that came up. Come up with questions that will further this work. Include Diana M and Tony in discussions.

TASK: Personnel will do their thing re: the volunteers working with the cmtee.

TASK: Oversight to answer the question of which cluster the Vision Dialogs belong in. Jeff wants them to consult with him on decision.

TASK: Jacob will research how board members being staff affects foundations and grants

Appendix C: Agreements List

AGREED: Promote Vision Dialogs as a member service. Switch focus to something we are putting out for members, not ourselves. Expand this service to be more of a giving out of information and fostering discussion for members' benefits.

AGREED: to accept the Nominating cmtee's recommendation for how to stagger their term expirations.

AGREED: The Finance Cmtee's Cash Flow

Proposal was accepted, with Jeff standing.

AGREED: To form an ad-hoc committee in the Events Cluster (Bindi, Laird) to explore the idea of expanding our current Events work as outlined in the "Events Cluster/Gatherings Committee Report Addendum" and that the committee will report to the Events Cluster Liaison. The ad-hoc cmtee will be given a budget of \$500.

AGREED: Form an ad hoc cmtee for Y2K issues. Oversight will help them define tasks and monitor their progress in implementation. Their job is to figure out the most energy-efficient way to use the skills and resources we have and make plans for how to react to different levels of response. Oversight will work on budget. Volunteers for Personnel to consider for cmtee: Tree, Caroline, Loren, Harvey?

AGREED: Vision Dialogs will continue as a program of FIC, with a budget of \$5000. Tree will continue coordinating. This will be an autonomous project, no longer under the auspices of the Vision committee. They will target 50 events held during 1999. Oversight will figure out which cluster the project belongs in, and address any other issues.

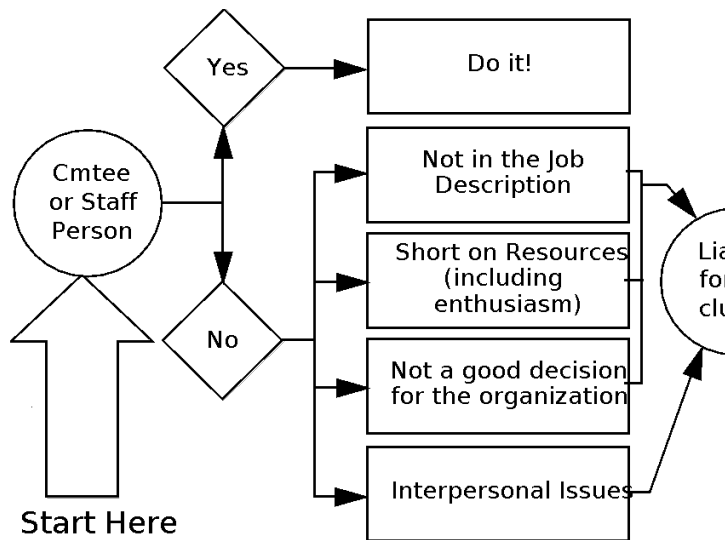
AGREED: The board approved the budget.

AGREED: to accept the Executive Secretary job description, with the wording change stated above.

AGREED: The "Who You Gonna Call flow chart in general is the system we will use for task and info requests.

AGREED: Paul DeLapa is added to ERB

Appendix D: Who You Gonna Call? Flow for Requests for Info or Tasks



Appendix E

TUESDAY, NOVEMBER 17 • Evening Session F:
None R: Tony

Vision and Values

Betty: We've come together for a council. To go deeper into the questions we are looking at. The vision committee will start by bringing pieces of what they wanted to see tonight.

Jeff: This council process is special. A place to share wisdom, explore issues, raising thought, emotions, feelings. It can be challenging. We can be guided by some power that includes all of us.

Paul: Attracted to this process because it honors the silence out of which our voices and impulses come. The void. We will attempt to facilitate this as a committee. Hold the container jointly.

Acknowledging that the work we are attempting to do is bigger than any one of us.

Betty: This form has been adapted from the native American form of meeting together. Very adapted. The notion was that you went until finished. We do have a time limit. We have a talking stone. This is a time to express any pain at issues with which we are at odds or any thing else from within you. As we start think about some of the discussions you were in this morning. Issues it raised for you personally. Issues you see are held in the organization. Discussions touching on values issues in your own mind.

Paul: If its helpful to think in terms of a specific experience that may be a more concrete way to express your feelings around issues within the

organization.

Mary: Deep sense of urgency. Several things today have taken my energy down to the floor. I see a vision of this place this org needs to get to. If it can happen it will be great for the org and the people it serves. If it didn't happen, good things would still happen, but maybe not at the magnitude. Would like to see the energy to move this org to a place where values issues can be clarified and internal issues identified so we can move through and get to this place. My experience in the sacred grove here helped clarify this vision. So many great people here. Hard to sit with that sense of urgency.

Kathey: Been a long time since I was closely involved with FIC. In 86 worried with Laird

and Charles Betterton. Worked all summer categorizing communities for directory with no money in my pocket. Couldn't trust in this org to give to me what I had given to it. No blame, we just hadn't worked out how to support ourselves yet. Hank: Thinking about things I get frustrated with in myself. Similar to what I get frustrated with in FIC. Frustrated with a sense of judgment of my/ourselves when we don't live up to our values. Frustrated when we have to make compromises on our values. Need to allow ourselves to make mistakes.

Geoph: This is my 10 year anniversary. What I think is most important about vision is that we need to have one. I remember a room brimming with people who had a place of leadership and vision in their home cmtly and we found a family of people who understood us and had a vision of something bigger. Passion was the driving force. We all got hooked in. The enthusiasm and passion was awesome. We've made progress. When we started we didn't have any facilitators besides Caroline. But after training we got better. First project was Directory. In over our head? Mag? Celebration definitely over our heads but was an awesome experience. Web page. etc.

We were experts at micro managing. Now we catch ourselves. Started restructuring 4 years ago at Oakwood. Visioning process. Changes are tangible. Delegation. More people. We had to shift from the AC despite it being an organic magical thing. Shifted from board of doers to board of vision. Sad to miss what was there in the old AC. A very deep, intense heart connection for a small group of people, but it was obstructing the growth of the org. For the most part the people are still here but I miss Harvey and Barbara being here. I want the vision to include that deep passionate connection between us doing our work here.

Diana M: Biggest tension issue. Who we want to attract. How we want to grow. I don't have a home cmtly to go back to. I find being here to be very sustaining. When I envision an org with lots of money and glitzy stuff going on I see a loss of hominess. I more envision hundreds of volunteers doing small stuff that's cool and pulling together like we do here. I like the vision that our work is community while we strengthen and expand what we can do. I care about results. Cmtly has so much to offer as solutions in so many ways. I don't hate

rich people but my heart goes more to the poor – kids who grew up without much. That's where I'd like to see more of my and our energy going.

Tony: Dealing with same issues in all arenas of my life – relationships, home community, FIC. Home community has clear vision, core values and tries to embrace diversity within that. And part of smaller group within that, with specific values, income sharing, egalitarian and it's embedded in larger group, and trying to learn what's okay for larger group and for smaller group, and the relations between what's appropriate for each. And to look at what are my values and what's the group's values. Sometimes hard to differentiate, but there is a difference, and we need to make compromise to make change in the world and so its not just a fantasy. Recognize where my values differ from the group's.

Many of my values are represented here in the FIC, and some are not – hard to tell when it's just my personal value and when it's the organization's. Need to be able to step outside ourselves, and see what the organization needs to promote community. We want our process to model our beliefs. Easy to go to least common denominator, don't want to do that. Don't want to get to point where the only thing we have in common is the word community. Try to model what's common in community – cooperation, resolving conflicts. Organizationally we might enumerate more specific values, but still promote a wider range in our work. And yet if the organization's values don't sustain me, I won't stay involved.

Ira: Been wondering why people are annoying me so much. People talk about including people. What about including me? Not some theoretical person. And some of the decisions we make, make it too hard. Going to expensive places, etc. Maybe it will be wonderful and groovy but its hard for me. People with big ideas of expensive places say they want to make it accessible but it feels like they don't hear me. This might be my last meeting. That you can't do anything without a computer in this org – its like nobody hears me say that. All these groovy things we can do sound wonderful. But there's a piece for me that isn't being held. Comes up lots of different ways. Stuff around paying our loans is really tough for me. Maybe this org has outgrown me. Organizations change and sometimes they

aren't right for a person anymore. There are other things to do. But its kind of hard to let go.

Betty: I feel exactly like Ira except at the other end of the spectrum. Don't feel like there is a place in this org where I can do what I want. Last few years have been like pushing a boulder up a hill, which sometimes rolls back down. Getting tired of it.

Laird thinks this org can embrace me and Ira on both ends but I don't think so. I think it hampers our work to be in the same org. Judgmental of each other. Some things I want to propose, the support is not here. And these are basic values questions under all those struggles. I feel the urgency. Both Ira and I hold a place of meeting that urgency. But I can't do it by myself or with a few people. The sad thing is, this group has the potential but I don't see how we can hold it all. I got into negative space.

Values conflicts have been a factor in me not being at last few meetings. I don't want to live my life in a negative boulder-pushing way. The dream that we can do it all together – that keeps me here, looking at the vision, looking at the issues underneath. Can we dig them out and sit with each other trying to do different things even if its not our personal value, because its someone else's personal value and we are trying to be inclusive? Maybe we should more clearly state some values and weed out some of the extraneous. We might be more effective that way. I have a vision that this country can talk about cmtly like it does recycling (a household word) and I think we could be leaders in that campaign. But I don't think we can do it unless we let some folks fly in that direction and some stay grounded in another.

I think about compensation and the values around that. It's a minor question. The bigger question to me is can we embrace those of us who want to go in different directions and help each other do it.

Hank: Just got reminded of some fights I got into with a former lover of mine about my involvement with cmtly. Felt judged for being too radical, her judged for being too main stream. She was compromising her values in ways I wasn't willing to. Same values though. We talked about the difference between working on things in a more accessible way that affects more people, or deeper way that affects the people that are affecting more people. Affected the total way in which we were living our lives. I embraced a much more radical life than she did. I don't mind being so far out of

the mainstream if I have enough supportive people. Are the tensions in this org similar – same values but can't do it together?

Laird: Exits are really a choice. People have to have the room to leave. All sorts of reasons why that may be the right thing. Hard to let loved ones go. Hard not to blame to lash out in pain. The FIC is about building cmtly. About doing things with people who don't think the same way. In this line of work you're never off duty. You can try to build something together with people recognizing that there are differences. I don't want to lose you Ira or you Betty. You can walk away but I won't let you go. But how can we change the world if we can't do it with the pieces that both of you bring. I've known you Ira longer than anyone in the room. And I know you Betty – only we have been crazy enough to be administrators of this org. Why can't there be room in the circle for all of us. I'd give you everything I have to make that work. Its got to be ok to fight and still hold hands and walk together. Sometimes we do it. I'm not going to carry this alone – I've got friends:-)

Caroline: Not unfamiliar with coming to this board and not having them see eye to eye with me. I live through that bd meeting in Texas once a month. I sympathize with us not being everyone's dreams. But I'm still here. But what's in my head is the song "I'll draw the circle to take you in." The biggest challenge is when we bring our hopes and dreams and visions and they are dashed by our peers. Its one of those challenges about building a better world. How do we take individual dreams, values, visions, give them to the larger group and not have them supported, recognized or embraced and still come back and back and back. No one said building cmtly was easy and if they did they've never been in cmtly. It's the hardest work you'll ever do. We have no training in it and little experience in wider world. At least cmtly as this circle defines it. What I really feel is, this is the moment of challenge, facing the potential of a world going through a bumpy spell. How do we bring talent skills learning to the surface of others? How do we do it collectively so that we can support each other, whatever place we are. This is our moment . We can choose it or lose it.

Loren: My 10th meeting. Not to discount the last 5 folks but this is about the 5th time I've heard this identical conversation. But I never

understood because people are so vague. I never understood what those differences are that could cause such pain. And yet we still meet and share the love and the pain.

Rollie: 13 years ago now that I first went to Twin Oaks, taking a course on communal utopian stuff. Inspired by Marx and B.F. Skinner. I was very angry about life and had developed hate for society at large. But then I ran into cmties – 100s of years of history. I figured out what I was looking for at Twin Oaks. Got in a fight with Bagwan Bob the first day. Wanted to be on BTU and he said visitors are undependable. But I proved myself. He would introduce me as “this is Rollie and he is an idealist.” He gave me advice. “You do want to survive don't you. Then move here and give that stuff up and stop trying to solve everyone else's problems.” But I was there to learn some way to make this thing work. Then I met Elph and we started a coop, then bumped into the FIC and got more ideas. We learned what did and didn't work and how badly people could get hurt in the process. I lost friends who I thought wanted to come with me because we couldn't understand each other at that time. And I didn't know how to do anything about it. But I wish I had tried harder. I'll stay the eternal optimist. There is always some way. What we are trying to bring into existence has never been done before. The country is ready and it doesn't need just one way but many. So lets let those things flourish.

Pat: A phrase keeps coming up for me here that is compatible with most of the values here but doesn't get much play in the wider culture. “Just surrender!” Its amazing what comes out of that.

Kathey: Most people have never heard of FIC in my world – urban studies, cmtly development. But FIC is a leader even if people don't know where that leadership is coming from. The Directory is everywhere and I brag that I know you folks. And the powerful leaders never put their name on anything. But were holding together something.

Jillian: Find myself going back to the morning during the first vision session. The array of values was very impressive. Such integrity and strong feelings. But now we have to winnow them away and what or who will we lose in doing that. But recognizing that we could let go of our personal values such that winnowing wouldn't mean losing the people. Find other outlets for meeting their

other values but also stay here and keep with this organizational vision. Galaxy image instead of cluster diagram.

Shandin: A piece that's feeling important to me increasingly is the interpersonal relationships. Like to get to know all of you. Get a chance to listen. Find the commonalty. We can each be leaders in our own way. As we grow we'll need increasing trust.

Marty: Thinking of my set of values. Are there some that are less important than others. I think not. I think they are all of vital importance to my integrity. I don't think letting go of any really works. But I still think there are hierarchy of values – where there might be agreement between me and other people. I know there are disagreements between me and other people here but at the top of the hierarchy is to do the work and be involved and to give expression to consciousness of awareness of what's needed to be done. Lower values can coexist with others who have different values as long as the ones on top are satisfied.

Paul: In SF everyday I walk by a condo at the corner that just sold for \$1.25 million and further down is someone sleeping in the doorway. And I don't get it. There is so much in the world. So abundant. And I go home and am blessed in my tiny studio basement for \$500/month with millionaire neighbors. I am blessed. I can get by for under \$1,000/month. But I need to be able to sustain myself. I need to earn some money. And I have something to offer the world that is worth something. How to put a dollar value on my contribution as a human? My work is more about who I am than what I do. I love that, but I do need to get paid because I need to be able to live. And in this senseless context I say there has got to be a way to do this. What can I do that can make a difference, to model, to influence. I can influence a lot by myself but I need help. Not just to carry out my dreams but to sustain myself. I need contact closeness, love. I need people. People who feel passionately about life the way I do, see the injustice and want to make the differences I do. And I stumbled into FIC and it just felt right. Something going on here. And I don't know anybody else that's doing what we are doing. As I research mission/visions of like minded organizations and there wasn't much doing

anything close to what we are doing. And I've never been so frustrated working with any group before. Every 4 month my friends hear me complain about the magazine and I talk about

quitting and they say haven't you been saying that for 3 years now. sometimes I want to quit but I also don't. Who else has got their finger on this understanding and experience that people here have. And that people in IC have. When I think of finding others to do this with I think no. But if you leave Betty take me with you. But I'm really hopeful, not consistently throughout the day. But I am predominately hopeful, trusting, no question in my experience that there is a wisdom in this org that is in operation. Image of this org has an oak tree – slow growing but very strong. This organization takes a stand – that's the part. Probably heard about the man in Wyoming that was beaten to death for being gay – how can that happen. What can I do to make difference so that doesn't happen. So in Cmag the article that we might be associating with a cmtly that espouses hate. I can't be part of an org that won't take that stand. I want to be associated with an org that takes a stand against the inequity that allows one person to live on the street and one that lives in the \$1.25 million apartment. There has got to be a way to do the work and take a stand. Without an exec director that has a 6 figure salary. And I think we have our finger on some of the keys.

Bindi: I feel humbled by this process and by the cmtly of the FIC in a way that feels healthy. Though I was brought up in cmtly I was sort of a loner individualist. I'm developing patience and respect. I hope there is a way we can fulfill our visions and dreams together even if they are different. Here

cmtly feels really alive, challenging wonderful. I wanted a place to serve. Here there is no end to the way I could serve. And maybe there could be a separate org doing this or that. But I don't want separation energetically. I want to be part of this group and continue to learn.

Jeff: For a lot of years I had a guru in an ashram. Hard to believe now. He was to bring peace to the world and I accepted that and worked to help him do that. But I came to a point where he wasn't going to do that and I left. I felt disillusioned. How could we do it? Bring diverse people together? What I've come to believe is there is a way and each one of us holds a piece of the answer and its been given somehow and if each of us learns to hear that piece then anything is possible. My experience here is different than anywhere else. Trained to come in and see what's wrong and make it right. Here I can get on my high horse and trust there is wisdom here. I don't just want this group to do exactly what I want. But all these points move us forward and we hold a lesson for the world in that way too. People can find truth by coming together. I don't know what that means practically in terms of what we do tomorrow. But I feel gifted to be here.

Mary: To truly choose life you have to look death in the face. When I think of leaving my work it's usually about change, growth, pain and frustration. It's a choice. Making a choice everyday. Looking death in the face and making a choice. The choice to continue to build cmtly.