

FELLOWSHIP FOR INTENTIONAL COMMUNITY

**MINUTES OF THE  
FALL 2000 ORGANIZATIONAL MEETING AT**

# **SUNWARD COHOUSING**

ANN ARBOR, MICHIGAN, USA

**NOVEMBER 7- 11**

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## **FIC ORGANIZATIONAL MEETING · SUNWARD COHOUSING, FALL 2000**

### **F= Facilitator, R=Recorder**

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

Bd members: Diana Malsky, Geoph Kozeny, Harvey Baker, Jillian Downey, Loren Schein, Tony Sirna, Tree Bressen  
Others: Amy Nesbitt, Anjanette Bunce, Bill Becker, Dan Questenberry, Daniel McCoy, Elph Morgan, Heather Haines, (I)an-ok, Jackie McMillan, Jeff Hooley, Jeffrey Harris, Jenny Upton, Laird Schaub, Lotus Allen, Marty Klaif, Miaya Sustaita, Norman. D. Lea, S. Scott Williams, Susan Caya, Woty

**TUES NOV 7 · SESSION 1 · 10:30 – 11:45AM**      F: Harvey    M: Jeffrey

### **Synthesis of visioning for the future of the FIC:**

The following are the results of a guided meditation, where those present envisioned the activities of the organization in 5 years.

#### Project Broadening

- Publications moving to web, feeling confident about the organizations skills

- Information and skills brokerage

- More focus on events, more frequent board meetings to increase involvement and diversity, better regularity (definite annual event)

- Not being in debt, connection to being more profitable, managing our finances better,

#### Organization

- Increasing breadth of involvement

- Broader scope

- Diversity

- Not changing the feeling of the group's structure

- Splitting the publications piece into a for profit branch

- Arranging projects (like membership) into geographic areas (in Virginia, perhaps)

#### Culture

- Having fun

- Lowering language barriers with translation of documents and books into many languages

- Structuring organization with more contemplative time

- Connecting more with similar organizations

- Changing board meetings to have a shorter (weekend) structure

- Maintaining sense of community

#### Categorizations:

- Doing what we already do better

- Doing new things

- Information clearinghouse

- Business making a profit

**TUES NOV 7 · SESSION 2 · 2–3pm**      F: Marty      M: Amy

### **Deep Dialog (DianaM)**

Handout: Deep Dialog draft

“As the need arises” rather than “whenever...”

Add: “as these relate to FIC values and actions”

**TASK:** Public posting of final Deep Dialog agreement to All list.

**AGREED:** We accept this statement, pending the minor changes noted above. Ministry will post the final copy later in this session, but it does not need to come back for approval.

## **Mt. Madonna Center Finance Issue (Laird)**

Handout: Mt. Madonna contract & correspondence copies

Handout is not complete, but contains most of the relevant information. Mt. Madonna interprets the cancellation clause of the contract as meaning that we owe them approximately \$30,000 for canceling the event 5 months in advance of the weekend reserved, after holding the reservation for 3 weeks. They state that 1 other potential reservation was turned down during the time we held the reservation, and they were unable to find a replacement after that.

Geoph asked a lawyer to do some research, and found that California law requires Mt. Madonna to make reasonable effort to minimize the damage. Laird reported that in a conversation with Brajesh, our Mt. Madonna contact, Brajesh indicated that Mt. Madonna simply waits for the phone to ring. This might not satisfy the reasonable effort requirement.

We have already paid Mt. Madonna \$2000 as a deposit. Mt. Madonna has offered to cut our obligation in half, so that we would owe them an additional \$13,000. Laird offered free services, but no additional money.

We have been contacted by Mt. Madonna's lawyer, and the tone is not open to dialog or negotiation. It appears that Mt. Madonna is interested in money only, and doesn't value relationship or cooperation in this case.

The contract calls for binding arbitration in Santa Cruz county if no agreement is reached.

Paul negotiated the contract and Bill reviewed it, with Oversight giving final approval. Paul has said that at the time we cancelled, Brajesh led him to believe that finding a replacement for that date would be no problem, and that we could expect our deposit to be returned.

It was suggested that our next step would be to engage an attorney. Some reservations about taking this step were expressed.

Mediation was suggested. Although Laird tried negotiating with Brajesh directly, a third neutral third party can make a big difference.

It was noted that the lawyer we consulted advised us to not give Mt. Madonna any information about our position, so that they wouldn't be able to come up with a cover.

It was suggested that we need to look beyond our emotions of feeling taken advantage of, and to look at the values. We did sign the contract. Need to come from a good faith place.

Question about if there is a board, or someone to deal with besides Brajesh? He has been running the conference center for 22 years, and the administration basically backs him in whatever he wants. We did send a letter that Brajesh was to pass on to the board, but we don't know if he did that. The next communication was from the lawyer. Laird is trying to find other ways to get in touch with the board.

Do we know who the other potential client was? Lawyer said we might not want to ask, because it would tip our hand that we're looking at that angle.

It was noted that FIC board members could be responsible for any money owed, since the org is in a tight financial place.

Options:

- Mediation

- Tell them we don't have money, and see what they do

- Engage them around values and relationship issues, and see if they become more open to other forms of compensation.

There were some strong feelings that \$2000 is more than enough compensation.

It was noted that strong emotions were making it hard to look clearly at our options. Some were frustrated over signing a bad contract. Others because they felt that the spirit of the contract was being breeched.

It was noted that if we had any indications that the contract would be interpreted this way, or that it was possible they wouldn't find a replacement, we would have rallied and managed to hold an event.

How much time do we have? Don't know.

It was suggested that we find out the real costs of arbitration. Perhaps we would decide to try to just settle for that amount or less.

**TASK:** find a way to make sure the Mt. Madonna board knows what is going on directly from us, not through the filter of Brajesh.

It was suggested we check with the Better Business Bureau to see if there are any complaints or history of this. Brajesh indicated that other organizations have had to pay them money for cancelling.

**COOLER:** we need to find the path of integrity that we all agree on. We can meet in small groups informally to discuss this before it comes around again later in the week.

**Budget 1** (Tony)

Report on the first 3 quarters of 2000.

Projections for this year were tight and some of the miracles we had hoped for have happened and some have not.

We need to approve a budget before the end of the meeting.

Items of Interest

Art of Community loss includes \$2000 to Mt Madonna, expenses for NASCO, Paul's pay for Mt Madonna and some expenses from Frost Valley. It does not include income from NASCO. After everything is accounted for A of C should still show a loss.

Donations include a portion of Laird's salary.

Bookshelf accounting is not as clean as desired, as the accounting software is not operating as expected. Tony thinks there is still a loss, but not as great as shown.

Video has not made as much as it appears because there is an expense for tape duplication that isn't accounted for.

Other includes income from mailing labels, audiotapes, reprint packets, T-shirts

Other includes expenses for promotions and publications manager, board meeting travel etc.

Interest includes interest for all the loans we are paying and the interest accrued on our accounts.

Secretary includes Laird's salary and various office expenses.

Not including Directory income we have a loss of about \$3600 dollars, but that includes non-cash expenses such as interest that will not be paid until next year and expenses that have been paid in previous years such as Dir2 expenses and consensus book printing.

Balance Sheet

A snapshot of current financial status. This snapshot is fairly typical for the org.

We have not been able to determine where to send a check to pay down the Dir3 loan.

Fixed assets represent computers.

Accounts receivable includes any magazines and books that have been shipped. It does not include anyone who has gone bankrupt. Many magazine distributors pay at the last minute.

Retained Earnings

At the end of the year your net income goes into retained earnings. It represents change in equity since the books were opened.

We could discuss our contingency plan by looking at areas that are not being productive.

Discussion

Membership income is up considerably.

Bookshelf loss is a concern. What can we address organizationally to help it thrive? There have been some discussions with Alline on how to make it profitable. There are two parts to the bookshelf business: sales through mail order is very low volume, which may increase when it is an online store; and sales at events. Costs are about 55% so there is a question as to whether we can afford to pay for someone to go to an event or to sell for us at an event. There is also the management expense. So the problem is that the margins at the volume we are selling is not covering our expenses.

People could bring bookshelf to events they are already attending, and perhaps have the titles included in what ever store is happening at the event.

There are possibilities of participating with other new age distribution centers.

We need to decide if we feel optimistic enough to decide to continue with bookshelf or to decide that it isn't worth backing any more.

**COOLER:** There is a major difference in Dir sales that has not been addressed yet.

Process for Quarterly and Monthly Reviews

The plan was to show monthly income reports and quarterly expense reports. Administration found it difficult to get out the monthly reports.

Area managers were supposed to analyze the reports and question or explain what they saw and Oversight was supposed to take those reports and work with them for future planning.

Monitoring cash flow went OK but not great because process wasn't clear, but after the cash flow loan things went better.

Comments on how area managers (Geoff, Tree, Alline, Laird, Paul) felt about process:

Tree felt like it went fine with her area. She had good cooperation from all the people she needed to gather information from.

Marty felt like his reporting was spotty.

There was some delay in the handoff from Tony to Jeffrey, so requests were a bit delayed.

Alline did not provide information.

Geoph has been working with McCune to get systems straight and has experienced a non-alignment with some of the numbers and not understanding the issues.

**TASK:** Oversight to talk about the situation with Bookshelf.

Oversight feels that the model established is good and the results have been uneven. Part of it is that people were put in place without these expectations initially. The results have generally been spotty. Maybe there needs to be discussion with each area manager to be clear about what is needed and expected.

Personnel could include this aspect into job descriptions.

Method needs to be established to get good reporting.

There needs to be an acceptance that this reporting is essential to the health of the org.

**TASK:** Oversight and Finance will have conversations with area managers about how to examine the spreadsheets and what is needed.

**WED NOV 8 · SESSION 4 · 9 – 10:15am** F: Scott M: Marty

### **Ashville Event** (Harvey)

We have been working with Elke on an event at the Ashville meeting. The requirement would have been 150 people to break even and we decided that it was too big a risk. Talking to Arjuna at Earthaven produced enthusiasm about a one day event. Elke is working on a one day budget. Earthaven gave general approval of the idea, but the meeting for approval is not until next Sunday, so we anticipate it will be OK but have not gotten final approval. The budget returned from Elke needs more work requiring \$125/person or 125 participants. Tony is reworking the budget to make it look more favorable. The other question is the date. There is more flexibility in the dates than when we were going to do a weekend event. Elke has not requested much help from Tree who ran a successful event at Lost Valley.

The tentative date is beginning of June and that would create a 5 month/7 month cycle for the meetings. Geoph prefers an early May date because of travel he has planned.

Consideration of the June date is partly connected to trying to attract students from the area although a one-day event make this less critical.

Another potential issue is that the event would be mostly camping with housing available for those with need.

An event geared toward students would require a low budget, and since Earthaven is relatively isolated we need to consider transportation availability to the event.

Issues we need to resolve are: buy-in from the coordinator for a one-day event, marketing plan and who is going to execute it, reasonable budgeting.

Elke, in conversation with Harvey, became enthusiastic about a one-day event seeing that it could be a preferable format. Elke has talked to Susan Patrice about doing marketing, but we don't know what the terms of the discussion are, i.e. volunteer or paid.

Elke may be vacillating in her enthusiasm.

This issue will be turned over to cmtee, consulting with Oversight for decisions.

### **Events Program** (Harvey)

We have been talking about the board meeting being in Montana or Southwest a year from now. There has not been discussion of an event connected to that meeting. We should consider whether we want to create an event around that meeting and the location of the meeting can be flexible if there is enthusiasm to do this.

Large Event on West Coast cmtee has not had a chance to do much work due to other responsibilities. They are suggesting moving the date of the event to summer 2003 which would be the 10 year anniversary of Celebration of Community.

There seems to be general enthusiasm for developing an events program. Elke is being developed as a potential coordinator and the large event committee is in place, but we need to keep considering how to keep this on track after the meetings when we disperse.

We should capture information about people who come through with events experience, for example Shara from the Lost Valley meeting/event.

ELC members Harvey and Bill are somewhat overloaded with responsibilities and could serve better as support people if someone came forward to help develop an events program.

There is a general agreement that we don't need to have an event at each board meeting. Even if we don't have an event at the next fall meeting, we do need to find a venue for the meeting. Bindi has resigned from site committee; Lotus has expressed interest, but might need support from others. It's critical that the people where we are planning to hold an event are also enthusiastic about holding the event at that site. We can also consider returning to places where we have been for events especially if we can make the event look unique. Having events in the same place can make them successful because there is infrastructure in place and a reputation is established.

We have a presence at some repeat events such as Twin Oaks conference and NASCO, and we can look at other ongoing venues. However there is a big difference in the flavor of what happens when we create an event as opposed to piggybacking on someone else's event.

We could have a one day event following an event on which we piggyback, which would allow us to take advantage of the other event and also create an atmosphere of our own. This could be some kind of experience in building community such as a workday or some other kind of experiential exercise.

A balance of repeat events and rotating locations could be a pattern to look at.

Re-examining our patterns is always a good thing to do. We might want to have a combination of repeat meetings at one location and rotate locations for our two board meetings per year.

We need to keep in consideration that enthusiasm needs to have consistency and follow through.

Our experiences of collaboration have been mixed in spite of personal connections. We had good experiences with NASCO, and not so good experiences in Cedar Rapids, so we need to consider the experience of the other organization, what the timing considerations are, financial arrangements, etc.

Follow-through is the important factor. There will be a committee meeting with Bill and Harvey to consider the ideas that were generated in this meeting. Lotus, Jillian, Diana, Jackie, Loren, and Maiya will participate in the meeting.

**WED NOV 8 · SESSION 5 · 10:30 – 11:45am** F: Tree M: Jeffrey

## **Report Q&A**

### Correspondence Secretary (Laird)

There were several people who expressed willingness to do correspondence at the last meeting, did that ever get followed up on? No. The training necessary is daunting. Laird's not getting to everything. Not sure how to use folks off site, so not much has gotten passed off. At this point things don't get to Laird unless they're complicated, how to pass those off? Is it better to have something sit unanswered, or give less educated responses? Some correspondence has ended up needing more work afterwards because folks have been uninformed.

Frustration was expressed. There's been an offer to assist, shouldn't correspondence route through Tree to take load off office first, which can trickle down to Laird after 6 months or so. Laird can commit to transmitting correspondence to Tree if that's what the board directs.

Support for including more folks in the process, not just to take load off of Laird but also office.

**AGREED:** Laird and Tree will explore this possibility of routing correspondence through Tree.

### Executive Secretary (Laird)

Bryn Gweled had become somewhat positive about associating with the FIC, but recent communication has been much more negative.

Hope that community correspondence can be moved to other people so more time can be put into press time. Not much time has been spent on community correspondence at this point, off loading would take more time in the short term. Laird prioritizes press communication very high, but he's not getting around to being proactive

### Inreach (DianaM)

What happened with people who at first expressed interest then changed their mind? Often times people have a simple question, not interested in more involvement. People at events are mainly interested in getting assistance with their projects, not helping the FIC.

Inreach should expect people who come to board meetings to be more likely to join in the work of the organization than folks from events, the board attendees should be vigorously pursued.

### Membership (Tree)

Why is there a stall in getting mailings out? The database was having trouble, so there's an idea that it would be a waste in doing a mailing before the database is updated. Now the hope is to have the mailing put out early in 2001.

There is a strong interest in having cmtty members noted on the web. This year this process has been very slow. This was related to Jillian's life situation, hopefully this won't continue. Could we notate some sites on the web as members? Why is it being hard to do this task?

DianaM expresses willingness to help get a list of members up on the web. Tree isn't sure she wants to maintain it. Meta issue of interaction over e-mail about whether things are possible, not only that they don't necessarily happen, but whether dialog stays open.

There's also an issue of maintaining FIC sections of the site by particular areas, Web Weavers are seeking to offload this work to other FIC people. But there will likely be more web work in the future, not less. How will we solve the need for more work with limited Web Weaver time?

A discussion needs to happen about including a Cmag subscription with membership, this is being discussed, it's not going to come before the board now.

Appreciation of the good work!

Newsletter (Tree)

There's an issue going out this week! Is more assistance desired? It would be great to have somebody write something about NASCO and the org meetings. More photos would be great.

Community Dialogs Project (Tree)

It looks like at this point that the project will happen. Feeling better about the project, see that there's a need to give good energy to Angel. The project is tenuous.

Has conversation about book signings happened with Angel? It's great involving more folks, but it's a little dicey relying on people we don't know. Tree and Angel have been corresponding, so it seems good. If there's any way for Tree and Angel to get together in person, that would be great.

Suggestion that guidelines for volunteers not closely connected be created

**TASK:** Jackie should send a copy of volunteer guidelines to [all].

Ministry (Diana)

Appreciate confidentiality issues, can engagement be discussed? Are discussions happening? Sense is that this is happening. Do communications to ministry come mainly from folks close but not involved? Yes. One piece that will hopefully come out of these meetings is better buy-in by people in the organization about what level of dialog is reasonable, what can be expected.

Office ()

Humor in the report is much appreciated. How useful can Tree be to Cecil offsite? We shouldn't assume that Tree can fill the office correspondence need. But it's reasonable to have Tree and Laird explore this.

Virginia office: McCune is consistently there, concern about the Missouri office. Cecil wants to cut back time. When Cecil's away, questions don't get answered or they go to Laird, neither of which are desirable. Concern about Missouri morale. But the scope of what's covered in Missouri is not equivalent to what's done in Virginia, so it's noted that not everything can be shifted to Virginia.

Can the office succeed in Rutledge, MO? Should Cecil's hardship be worked on by the board during plenary? It would be very beneficial to have a liaison talk with Cecil and support him, perhaps fill him in on what happened at the org meetings.

It would be difficult to match the MO office elsewhere, finding people interested in doing low \$/hour work, complex managerial work, part time. Close parallel between VA and MO where you can't fault at all Cecil or McCune's efforts and dedication. Might find similar problems at Twin Oaks of training people who then move on if the office's role was expanded.

Situation with Velma that a key staff person doesn't attend meetings, it's important to give Velma recognition for her work.

Oversight ()

What is Jillian's relationship to Oversight? Jillian was on oversight and holds an essential piece, she has not been sent to interim meetings, but listens on conference calls. She's not scheduled around. No problem with Jillian participating in Oversight, but are these meetings open to all?

What to do about the dwindling board size? It's about to be down to seven.

Publications Manager (Amy)

Publications manager will not affect the 2000 budget. Are Laird and Amy still working actively together? They are having ad hoc discussions.

Student Co-ops ()

There was just a great event, is there a chance of using this momentum? There is a list of people added to the mailing list, perhaps they can be actively targeted by the committee. The committee is not very active, perhaps this should be handed back to Laird. This should be discussed more with Anjanette.



Treasurer (Bill)

Given Tony's desire to decrease his accounting work, is there a chance Bill could do some of Tony's work? Not without adding hours to the day!

Web (Jillian)

Are Web Weavers responsible for teaching folks to maintain their areas? This could have more clarity.

**FREEZER:** In the next report note which people who aren't web weavers are responsible for things. Also it would be good to have a more lengthy discussion about the FIC's web presence in the future.

Bookshelf online ordering infrastructure is NOT the same as e-commerce for the general FIC site. How is communication between the various sections of the site being handled? This is Amy's job.

**WED NOV 8 · SESSION 6 · 3:15 – 4:15 pm**

F: Tony

M: Miaya

**Development: (Laird)**

Desire to have fundraising and connections to those who would contribute in many ways. Laird has not been successful with this due to time limits. There is still a need. Would like to access a loan (no interest) to find someone to administer and coordinate developing these kind of ongoing connections.

Sees himself spending more time in marketing.

**PROPOSAL:** Request of a loan to pay start up salary for a person to do development coordination.

Discussion

Is this where we want to put concentration for Laird's time? Develop fundraising or concentrate on what we already do, such as marketing?

Finding a suitable candidate?

Putting time energy into fundraising could be very good.

Some of the issues have been around how we present ourselves to the outer world. Fundraising and development not such a sure thing, and impact how we have to present ourselves. Perhaps keeping to our grassroots fits our organizational culture better.

Concern was expressed about taking out another loan. General sense that it's necessary, and the hope that the money would be used to hire a person who would make it possible to become more fiscally viable.

Fundraising is a good investment of time and energy, Laird does not have to be the coordinator though.

It might be more sustainable in the long run to base our income on products and services, rather than donations, which may have strings attached, or stop coming in.

A diverse economy is the best choice for the organization, not just one solution.

Best approach is to make sure salaries and other operating expenses are covered from income, donations used for other projects.

Some people support FIC but don't have more money to give than time. They should be given the opportunity to participate in their way. Need broad base of givers.

**COOLER:** will return Thursday afternoon.

**Marketing (Amy)**

Need more volunteers.

Much appreciation for the thoroughness of the written report.

Many suggestions for execution. Some simple some long term plans.

With time restraints she feels that she can promote and guide others who are able to do the projects.

What does the group want as far as marketing? Where does the group want to go? Asking for no money from the board.

It's about the tools needed to succeed in development.

She will continue in her position but on smaller time allotment. Would like to support area managers to do their jobs in the five areas. What can be achieved by this marketing plan?

Great to have a focalizer in marketing area. Positive results will happen.

Board should vocalize our support that the five area managers work with Amy.

Was it a good fit? Wait until next meeting to get this feedback from area managers.

Put an emphasis on getting volunteers for the five areas.

Add membership as a sixth area?

## 2001 Budget 1 (Tony)

Handout: budget spreadsheets

### Line Items of Interest

Art of Community is based on the same budget as Lost Valley. This has not been discussed with Elke. Not risking a lot of money, and probably not a lot of profit. The budget right now is based on 70 people attending, paying \$75 each.

Cmag is a straightforward projection based on this year, not representing increase in sales or subscriptions. Might be a little lower than this year's actuals. Marty and Amy requested \$5000 for a marketing initiative (sending out free sample copies). This puts Cmag at about \$1000 loss. Could make different projections.

**COOLER:** discuss allocating the \$5000 for marketing

Is the income increase related to ad income or sales? Unknown. It was noted that there is dialog with someone who would be doing ad sales. Could mean increased revenue, but this is not included in budget projections.

Cmty Bookshelf budget is very tight. Relies on minimal travel or labor at events so we need to volunteers to sell books at events. Still hoping maybe sales will increase as things get on line but the budget doesn't rely on significant sales increase.

Consensus books is a straight projection based on sales for this year. This area makes money.

Development and Donations budget of \$7000 income and \$5000 expenses represents the proposal suggested to spend \$5000 to have a coordinator in hopes they would raise enough money to offset their salary. Hopefully they would raise more but so far that has not been happening. Averaging in \$5000 to \$7000 already in donations with existing efforts. Does not represent an increase in donations.

**COOLER:** discuss budgetary impacts of Development Coordinator position.

Dir 2.x is an expense item where we write down the inventory. What that means is we have 370 books left and for good accounting practices, we have to say those are no longer valuable to us. Valued at zero.

Dir 3.x is based on sales remaining relatively flat. Budget is essentially flat line sales from where they've been. Normally we would see sales trickling off. They started slow and hoping they remain at current level or go up. The Dir3 income is supposed to go to pay back loan. Budget assumes that during this year we've spent about \$13,000 on marketing. Budget currently has another \$10,000 to spend next year on marketing.

Dir3 marketing fund was \$30,000, of which we've drawn about \$15,000. An additional \$2,500 a quarter to be available to marketing.

Do we want to spent the full \$15,000 that's available, or the \$10,000 budgeted?

An issue is that the Dir3 production loan will take 20 months to pay back, not 9 months as originally projected. The longer we have this loan out, the more we pay in interest. Another related issue is that at this rate, the loan would be retired at approximately the same time we sell out of our current inventory, so there would be no money saved to produce 3.2.

It was noted that these projections are for the production loan, and there would still be \$10,000 outstanding debt on the marketing loan.

This budget is based on a current inventory of 270 books. Still some fuzzy numbers. May be off.

Selling directories faster is better. The less we spend to make books sell, the more profit.

Membership budget is based on increase in memberships. Similar to budget of this year but will represent next year's hopes.

Video realizes a small net for the FIC based on Geoph's latest budgets and projections of completion. We don't lose money on it. We aren't risking any money.

Web Weavers shows a little bit of profit, but that stays in their fund.

Other is a catch all and includes income from Affinity, t-shirts, audio tapes, reprint packets. Expenses related to those and other expenses like publications manager, managing the communities database.

Newsletter is in miscellaneous expenses.

### Expenses

Dialog project: \$5,000 postage, printing, etc.

Marketing: wasn't being clear on what Amy had plans for and still not clear. General money for marketing coordinator and doing logos and ads. It sounds like from our last session that she's not looking for an allocation there. Various areas should have marketing incorporated into their areas so that general organizational marketing separate from that doesn't need a significant budget.

\$11,340 for Marketing include \$5,000 for labor. Also includes paying Velma \$3,840 based on 12 months @ 40 hours a month @ \$8 per hour.

**COOLER:** talk about money for Velma

Office expenses is not office overhead. Flyers, etc. are put in here. When office spends money on printing, we found it difficult to say where it should be allocated. So right now it goes under printing in the office. Many different flyers and inserts go under the printing line item in the office budget because it is managed through the office. Not managed closely.

**COOLER:** Discuss how to handle expense for printing flyers.

PEACH Loan is incurring interest. Other interest is showing up for the Directory loans as a line item on the Directory page.

We still owe PEACH \$29,160 at the end of the year. Not making regular payments. Couldn't afford to continue to make payments.

We gave the larger loans in the loan fund deferred interest (NASCO and Living Roots), but if we wanted more accuracy, we could accrue about \$200 a month. We won't see the interest as far as cash flow.

Interest on \$10,000 cash flow loan not showing up in budget, expect to be paid off in January.

#### Cash Flow Report

The year starts with \$29,000 to PEACH, which goes up to \$31,298 due to interest.

Projection is that the Dir3 production loan will be at about \$55,000 when the year starts and Marketing at \$15,000

By the end of the year, the production loan will have been paid off, so the balance on that is negative. The marketing loan will be at \$11,000 or \$12,000.

**COOLER:** Is the FEC okay with where we're at with the PEACH loan?

Without Dir3 income, the P&L shows negative \$25,000, but this includes some non-cash expenses, such as things we have paid for in the past, or will pay for in the future, including the cost of books, interest on the PEACH loan, depreciation on computers.

Bottom line is that if we agree we won't pay PEACH interest, we could withstand about a \$9000 loss from the cash flow perspective. Subtracting out \$1200 web weavers income, this is really more like \$8000 cushion.

Means we cut back on getting new inventory, computers, etc. We're not putting money away for time when we reprint or restock computers. And we're also still incurring interest. Okay short-term but not a long-term plan.

The overall goal would be to get a P&L that is profitable without Dir income. More realistically, we should get it to where the loss is under \$5000.

#### Flagged Areas:

PEACH Loan

Cmag Ads for marketing

Budgetary impacts of new development coordinator

Dir 3.1 marketing budget

Velma's Money

Printing costs management

#### Discussion: Velma

Was Velma's compensation arbitrary? We gave her \$2000 and she requested \$2000 more, but we weren't able to budget for that.

Velma is not asking for money in terms of pay rate. It would be great if we could begin to pay her what she's worth.

Lump sum is something she appreciates much more.

Support for paying Velma a lump sum of \$3,840.

#### Discussion: Marketing

We have to cut marketing down. How much to spend on Cmag and Dir marketing? Also on Development.

Comment on Flagged List: many of them are related to marketing & development, even the piece with Velma. Is it worth x thousands of dollars to create an online store?

The point of marketing is to generate income. The assumption is that the \$5000 requested for Cmag marketing would be returned in increased revenues, but it's hard to project what that would be. Have to have marketing in order to increase product sales. The real impact of spending marketing money is not accurately represented in the budget because there is no projection of increased revenues included in income.

We can't afford to do marketing in all areas so we need to prioritize because we don't have the money and can't take on more debt.

Conservative in spending on Dir marketing. We spent less than the \$30,000 line of credit.

Depending on how those play out, we could have a profitable budget on the bottom line.

It was suggested that we attempt to raise money that is used to fund items on the flagged list in order based on the priorities we set. There was optimism that many of these items could be successfully fundraised for. It was noted that, although we can seek to fundraise based on our priorities, donors may have their own priorities that don't match.

If we get a chunk grant, look to O/S for how to allocate.

Still in hard times, so a base line budget is best. Let's not have the budget reflect the hope.

Regarding a PSA, there are times where maybe we want to do some marketing to promote our mission that doesn't necessarily expect a return. In other words, this type of marketing expenditure may not generate revenue but is to promote FIC.

#### Discussion: Flyers

We've reduced our printing needs for flyers by putting out the catalog and by finding cheaper printers. Basically we have two pieces, the catalog and the FIC brochure.

Also Bookshelf catalogs and Events flyers

We didn't print the coffee house brochure because there wasn't money. Should it be printed?

Marty doesn't want to make the decisions on what to print.

What's the cost per piece for coffee house brochure and FIC brochure? If coffee house is cheaper, then we probably want to print some. So that's the process to consider – when are they substitutable and compare per piece price.

Has Amy seen the different flyers? Her input is necessary. Marty thinks not for the coffee house or FIC brochures.

#### Discussion: PEACH Loan

Check in is on an annual basis. Not aware of any complaints on not paying loan. Context of repayment has been explained and laid out. People may not be happy but they understand and accept it. No change in prospects with it.

Did we say we'd start repaying in a year? No.

Financing and living in debt: this was one of two major aspects of Dan's emotional leaving at Twin Oaks. Many don't have emotional capacity for it – not just difficulty as a group experience, but we cut ourselves off from others that grew up in financial insecurity and can't handle it. We are not able to recruit a significant element that has cash and that is intent on living a cash flush life.

**THURS NOV 8 · SESSION 9 · 9–10:15am** F: Tony M: Marty

#### **Mt. Madonna** (Laird)

Handout: Proposal

It's possible that Mt. Madonna could be proceeding with binding arbitration now as that is what Brajesh's letter stipulated.

Entering into mediation does not need to involve disclosure that we are consulting with lawyers.

Maybe the choice should be to avoid legal costs if they are comparable to or exceed settling costs.

Loren could get valuable information about legal fees and our standing from his mother who is a lawyer in Monterey County.

What would be our stance if the mediation option is accepted? There is trust in Oversight and Laird to figure out what we should be willing to offer in mediation so we don't need to address this now.

Oversight always discloses their decisions through minutes and will attempt to expedite the reporting around this issue.

People could also contact oversight by phone or email to get information about the negotiation and decisions related to it.

Has Paul been approached to help in the negotiation? Paul has an emotional charge around the issue and would not be productive to bring into this negotiation. Both Paul and Bill, people with events experience, feel that Mt. Madonna has been irresponsible and manipulative in the negotiation. It's possible that Paul could be available if the non-monetary offers to Mt. Madonna are accepted.

**AGREED:** There is agreement with the Mt. Madonna proposal as written by Laird.

#### **Cmag Mission** (Laird)

We gave direction to ERB to review their policy in light of Lost Valley conversations.

Does this represent a shift in policy for intentions for Cmag? In Spring '95, Cmag was asked to emphasize or bridge to the wider culture. ERB wants confirmation of a shift, or if there is a need for refinement of how the policy is implemented.

What do we mean by "wider culture"? This is not synonymous with "mainstream", another word we use a lot. Was it "mainstream" or "wider culture"? Wider culture can mean broader range of diverse groups, not just mainstream.

Was there a sense that each entity (Cmag, Dir) would do different pieces? Not that Laird remembers.

Part of this conversation should be things in Diana's report, specifically her definitions of inclusivity and diversity. No groups are excluded from the definition of mission and inclusivity of Cmag, but there were writing and grammatical styles excluded to insure inclusivity.

There are places for different voices. As an umbrella editorially, it is meant to be inclusive where there are places for difference voices.

There were many more people in the population interested in cooperative values and community. We're trying to put out a publication that shows a full range of what community means, that is inviting to a wider audience.

Challenge to the question of what is the "wider culture" as written in Diana's report, and Betty's FIC column. It sounds like they're saying that to be inclusive, we would adopt a neutral way of being. What can be neutral? There's a problem with saying that neutral equals white, middle class, Christian or whatever. This could be challenged because white middle class America is actually a small segment. It is not neutral. It is a subculture even though it happens to be the acceptable, neutral subculture. Don't want to promote that the only right way to be is to fit in with this subculture. Hard to separate being diverse and being inclusive. We need to find a way to allow diversity but maybe not extremism diversity or the you/them dichotomy. Invite the inclusivity of embracing others. We need to reach agreement on what inclusivity means. Specific issues and columns can be written by people from different places in the world. There are places for new voices in every issue. Having those other voices does help our mission.

Betty's article says that if we honor all voices, are we adopting their views. This implies that if we honor the "mainstream", we must adopt their views.

If we invite more mainstream voices, how does that impact our organization and the way we do things? What about those amongst us who challenge some of those values with our lifestyles?

From the 1995 minutes on Cmag mission:

Three audiences are targeted: individuals seeking community, people in community and the wider culture. This is to include urban cnties, and others on a brainstormed list. Opening to wider culture. Don't change content to meet "mainstream" expectations. Distinguish between the look and the content of Cmag. We don't have to lose integrity by making it palatable to mainstream. Open the circle beyond FIC defined values. Not have Cmag as an organizational mouth piece of FIC. Bring spirit of community into our daily lives. Should express our values but want to reach wider culture.

The terms "mainstream" and "wider culture" become more ambiguous as time goes by. Do we know what these words really mean? It's so diverse out there. What is the mainstream? Who is a real potential audience? So-called fringe groups may be more interested in our magazine.

We all think we're alone and isolated, fringe. As cultural creatives, we're actually 25% of the population.

Is Diana following directive of ERB? Yes, she is. She is in alignment with what ERB has asked of her, and is more willing to reach out in a compromise way than ERB.

Who has energy to do what? Diana, as editor, is comfortable with standard editorial style and welcomes a wide range of voices. Honor those that have energy.

Experiment with allowing full expression. Not worry so much how readers react.

See Cmag as an umbrella where there are consistent columns from many differing voices.

The heart of the conversation is effective social change work. How do we think we need to work? Good board level conversation. There is a lot of room for different points of view in the pages. Could it be more radical? Sure. To say we're only reaching the white/middle class, etc. is not accurate. Diana is working within express guidance of ERB. The essence of community is the chance to have the conversation. If we pick a style that prevents the conversation, there is no dialog. We can't make it accessible to everyone, but we are opening up to more people than we are excluding, among those that who are a reasonable audience that we want to reach. We prefer a uniform standard that may not reach some groups. We are trying to be the widest bridge possible and allowing a wide range of content.

Is that philosophy sound? Is the current ERB representing the will of the Board and its interpretation?

It was expressed that perhaps form isn't separate from content. This is a different perspective than the one espoused in the current policy.

Are we really talking about using Cmag to reach out to a wider circle? We either need to affirm or say we're not going to do that because that determines our strategy.

We want to reach people who are not already in community. We learned during '93 celebration that relying on people in community is not good strategy. If we do this for Cmag, we won't have the sales we need to continue.

Follow the rules on the surfaces and obvious parts of the magazine, and have columns that break the rules in planned ways.

There IS openness to differing voices and views in guidelines of the ERB.

Do we need a womyn on the ERB? We need to get past old ways!

Is there a double standard in what we decide to print? Why is it okay to print Betty's article first when it wouldn't be okay to print a more radical article? Who are we trying to reach? This determines our strategy.

**THURS NOV 9 · SESSION 9 · 10:30–11:45am** F: Harvey M: Jeffrey

## **ERB**

Laird was not sure if he wanted to continue on the ERB, Betty and Paul wanted to resign in an orderly way. Previous conversation about Cmag mission pre-empted conversation about ERB, because it felt like we were on the verge of a major shift in the direction of the organization.

Shift in the organization, or just in one project?

## **Cmag Mission II**

### Laird's Concerns About His Participation

Shifting Cmag mission has ripples into all sorts of aspects of the organization. Things in the organization are related to Laird's ability to do his work. The purpose of the Fellowship is to promote dialog, the thrust of the current Cmag mission conversation is to shift the way in which this is approached.

Laird is feeling out of date, sees an upwelling of frustration and limitation, perhaps time for Laird to shift to make room for ideas he doesn't understand. See excitement about people speaking in their voice. Laird fears that perhaps he is standing in their way.

Laird feels that the way he approaches his work has been reinforced by his life, but he hears frustration with his approach. His dedication and excitement are about a different way of engaging, he isn't sure if the role he currently fills fits in the context of the desire to shift away. He hears that perhaps the mission of the organization should be focused on creating a forum for people to express who they are, people would be drawn to that, which feels very different from the way Laird does his work.

### Discussion of Broader Meaning of Cmag Mission Conversation

The discussion doesn't feel like it's about changing the position of the Fellowship.

There's an idea of US culture as a melting pot, integration, or as a salad bowl, where cultural groups retain more of their identity. Changing the magazine to make room for voices that stretch readers can work alongside with helping to build a bridge between peoples.

The magazine could be seen as saying that communication is good in many different forms, the desire is to introduce a little conflict in the magazine and then demonstrate the bridge building, not just talk about it. The shift doesn't seem like it's that big.

When the magazine was taken over, it was filled with pieces that just said 'my community is great'. We shifted it, making it more relevant, and now are pushing it to shift more.

It is possible to be put off by a leftist magazine because the language is so formulaic. There is a risk in letting the language contain more of the message, but this doesn't seem like more of a risk than some of the current content, if it's done well.

This is like a strategy that could be tried and changed if it doesn't work.

If it ain't broke, don't fix it, the magazine seems to be working well for a subset of the population. A minor strategic shift could have far reaching impacts.

How does the co-housing world see the magazine? From this perspective, the magazine is currently very challenging. The ERB is on track, the strategy is good for some.

The mission of bridge building is a good one, but it's also important to have a forum for radical perspectives, including making changes in grammar and spelling, perhaps a different Cmag-level publication? We might be trying to do too much with one magazine.

We lose people because of the way we are. There are radical folks who don't like our language. It is about dialog, but there are different lenses that determine what communication is alienating. It comes down to passion. We could be less radical in our magazine, or much more. Passions would differ within the organization, it's important to bring the critical mass of passion together to create a publication.

We should all be seeking to bring new and different groups into our circle, it's important to be going out and having conversations to make this happen.

There's a style of both the far left and the far right, both tend to immediately turn off the middle. There's a feeling that often in the left and the right they're just talking to themselves. They can build up good energy when they're talking to

their own group. There's a welcome challenge in creating writing from the left and the right that are approachable enough that people who are not at the extremes will read.

The mission of the organization is bridge building. How do we decide to change our standards? Do we just accept the changes we like? If not, how do we decide. If we welcome everyone, will we come off as so extreme as to not attract most people?

Image of the magazine always having something for really mainstream people, always having something really juicy and controversial to draw wider people in.

As an editor, it's important to pay attention to style and spelling, is spelling womyn with a 'y' like saying screw you to lots of people? This particular example doesn't seem like a big deal, it's not a major culture change, it's a very small, very important change.

Dan told that at one point he grew distant from the FIC because he had personalized the organization, he felt that he had to personally identify with any position changes of the FIC. Fear about Laird identifying so strongly with the FIC that changes have a strong effect on him.

Laird stated that he feels that it's time for him to step aside, he respects that people have wanted this shift for quite a while, it's important to make room for the passion that's present now. It's a good opportunity with Betty and Paul stepping down, Laird can step down too, and make room for this direction that Laird doesn't hold as a positive direction. Maybe it's a good idea for Laird to step down so he has time for other FIC work, but someone with these views needs to be on the ERB. These views are representative of a significant part of the organization.

It was proposed that the ERB might want to create a new policy of accepting intentional spellings by authors. The board doesn't feel like it can agree to this.

Perhaps it would be better to consider just to 'i' and 'womyn', not opening it to all alternate spellings.

**THURS NOV 9 · SESSION 10 · 3:15–4:15pm** F: Jeffrey M: Amy

### **Compensation** (Jillian)

Handout: Compensation Proposal

The Personnel cmtee went through the old minutes to write this proposal. The goal was to create a system that would work in good as well as bad financial times. Much of the proposal is unchanged from the one presented in Cedar Rapids. New ideas include an annual wage cap. Currently, our lowest salary is \$8/hour.

How will this work with someone who lives in a city and has higher expences. How could it work on a project that specifically had funds raised for higher pay?

How would this work if we hired a lawyer? That is addressed on the 2nd page, where a wider range of pay rates is allowed under a "cap".

That needs to be more explicit. The latitude of each area manager is not spelled out clearly enough. More guidance would help so that compensation isn't radically different from one area to another.

Personnel would set a range for staff jobs as guidance. There will always be consideration for unique circumstances, and managers will always consult with Personnel.

The purpose of the pay cap is to make this document flexible and reasonable for the long term. The pay cap can be reviewed each year based on our financial outlook. This seemed to be the most inclusive way to balance the issues that arose in the Cedar Rapids discussion.

There was concern expressed about having to revisit the pay cap each year. The statement that we balance personal, organizational and financial need might be enough guidance for Personnel/Finance to set the cap.

It was suggested that if we use a cap, that the board review it every 3 years.

The idea of a ratio (3:1 or 4:1) was raised as a way to avoid having to review the cap each year. With a ratio, the cap would naturally shift as the lowest pay went up or down.

It was expressed that a cap is dangerous right now because some of our salaries are low, so the maximum would be low. We might not be attractive for qualified folks to work with us.

There was an inconclusive straw poll about whether to pursue the idea of a ratio.

A question was raised about raises being tied to evaluations. Although this makes sense as part of the evaluation process, perhaps they shouldn't be hardwired together as policy. Right now, when so many staff people are underpaid, we might like the flexibility to give blanket raises if we gain better financial standing.

Personnel members expressed a desire to keep the raise process individual, as a good soft system to keep up with check-ins and individual recognition.

There was the general sense that page 1 of the proposal works, with some wordsmithing to happen.

It was noted that there is a change in process recommended: Personnel would review salaries and then go to Finance with a request for budget adjustments. Raising salaries would be a part of the budgeting process rather than a board issue.

Emergency decreases in salary would be part of the financial contingency plan.

There was support for the Preamble, with minor changes as noted.

**COOLER:** continue compensation discussion later in the meeting.

### **Handling Interpersonal Conflict Proposal (DianaM)**

When this proposal was first presented at Sirius, the issue was how to get our work done in the face of interpersonal tensions. This version is softer and less specific, and focuses more on the intention of working through our issues that affect our organizational functioning.

Is there an expectation that people would bring their issues to Ministry? How would this be implemented? The intention is that people make a good-faith effort to resolve issues that affect their ability to work together. Using a process other than Ministry is fine, however Ministry would like to know about it so that we can have overview of other situations that might be developing.

Is this a change in how folks deal with issues? People generally seek Ministry when they have problems, but not all the time.

The work of this organization is based on communication and cooperation. Situations between people can affect this.

Where the FIC mission suffers because of conflict of tension, we expect people to work it through.

We wanted to recognize putting the org first, which means doing the work of the org, and improving our ability to work together. We can not always stop and work on interpersonal

issues for 3 months and neglect the work. We do not want to neglect the issues either. The Org has need for process and product, and neither is above the other.

What about the idea of transparency vs. confidentiality?

How proactive has Ministry been in seeking out situations of tension? Some, but there has been no agreement that it was okay for Ministry to do that, so it was limited. This document will make it easier.

Need to clarify process when one person feels that a dynamic interferes with their work and another does not.

There was general agreement with the statement, with some concerns expressed.

**COOLER:** Ministry will work with the people who have concerns and bring back a reworded document in a later session.

**FREEZER:** Discuss transparency and openness about personal issues at the next meeting.

**THURS NOV 9 · SESSION 11 · 4:30 – 5:45pm** F: Loren M: Dan

### **Staff Evaluations (Jenny)**

Are area managers required to come to org mtgs often enough to have face-to-face evals? Would try to schedule it so that evals happen when they're there anyway.

Peer evaluator names being confidential refers to their comments, not who did the evaluations.

Have peer evaluator form that's in use now. Current evaluators are giving feedback on the form.

What is meant by Area Manager? Not all staff fall under that category. Does this mean not all staff are evaluated by Personnel? What are the criteria? Plan to just evaluate area managers. Personnel limits their involvement to staff that reports to the board. How others are handled is open for discussion, but the plan is that area managers would review their staff.

What about cmtees that serve the bd? Will begin with paid positions first, but could do that down the road to review cmtee performance as well.

What would be the forum for discussing dissatisfactions with a cmtee or volunteer's performance? Would be a fulltime job for Personnel—too much work. Perhaps liaisons could do this.

Noted potential awkwardness in this process, since much of it happens over email.

Question about keeping commentors names anonymous, due to the nature of our org. Knowing where input comes from is significant because then there is a chance to go further with it.

Confidentiality is for a safe space for honesty. Evaluator could say it's okay to pass on.

Proposal does allow for opening up discussions when the issue seems important to air and work with, but this is only with permission from evaluator.



A deep concern was expressed about the anonymity of the comments. Our org is about working things through and resolving issues. Might not even be practical because some managers don't work with a lot of other people. Also breeds suspicion to be wondering where the comment came from.

Purpose is to get info out, not to keep secrets.

Anything that is significant enough that it might create that kind of tension, Personnel will work with the person to figure out how to surface the issue and build dialog.

Keep in mind that some people doing the work of the org aren't so involved in the org culture.

Start with confidentiality as the standard, but allow for opening it up if it seems important to the health of the org or the working relationship.

It was suggested that the proposal use stronger language (or even add a goal of keeping communication flowing) directing Personnel to work to bring out issues that impact working relationships. Also clean up use of confidentiality vs anonymity. Really mean anonymity.

**COOLER:** Evaluations proposal will come back tomorrow.

### **Development (Laird)**

Proposal that was made yesterday: Take advantage of \$5000 no-interest loan to hire a Development Coordinator. Laird would work closely with that person.

Person would develop plan (with Laird), work with database, write proposals (with Laird), contact people, follow-through phone calls & logistics, draft letters for Laird to sign, arrange visits when Laird is traveling, track deadlines for when grants applications are due.

Concern that this isn't enough off Laird. Would want person to do some of the meetings and write grants. Definitely not at first. Also, would expect all of us to do some development work that is set up by this person.

Sounds more like this is a Development Asst. The proposal seemed better when it was defined that the person would do more of the work, so this would free up Laird's time away from Development work.

Difference might be a training period. Person is coordinator because they'd be working solely on development work, while Laird would do other things.

What about others in Development cmtee? They're still willing to help, just have to have a plan to start using them more.

A concern was expressed that if the work relies so heavily on Laird, it won't move forward because he is too busy.

New Dev. Coord. could talk to others on Development cmtee and get them involved.

It would feel better spending money if the proposal included the idea that in 6-12 months the new Dev. Coord. Would be asking for money and writing grants.

Laird is seeking authority to use the money to hire this person.

Comes back down to Laird's time. Would \$5000 be wasted if based on Laird's time? Taking out loan is scary, but need to move ahead with development work. Best to define specific areas in which this person can take action that are not dependent on Laird's time to ensure that money is well spent. Coordination, planning, maybe grant writing, find opportunities.

If we found someone fired up, with years of experience writing grants and working with potential donors, who had a strong proactive personality to keep these things on Laird's radar screen, this could work.

What would Laird not do in order to do this?

Probably need to write new Development Coordinator job description. Then people will have a clearer sense of what Laird is proposing.

Model is similar to how Laird has worked with Amy. Has conversations with her based on what she initiates and plans, but as a result, Laird thinks about it more and passes ideas on to her. Works better for Laird to have someone to collaborate with.

Also, Amy was getting input from others who talked to her, rather than it having to go through Laird. And assigning things to others and following up with them.

A concern was expressed that this position would involve a loan. It's difficult to raise funds to pay salary.

Ask person to fundraise a little extra per project so extra goes to organizational overhead. Also, we do get some unrestricted donations (about \$5000/year).

Does person Laird has in mind have experience with org? some. Fundraising? Yes.

Development Coordinator would normally go through Personnel then through board. However, a development assistant would be up to Laird (as Development Coordinator).

**APPROVED:** Laird is empowered to begin negotiations for the hiring of a Development Manager (Assistant?), including taking out a \$5000 loan for this. Final approval of loan and hire by bd or Exec.

**TASK:** Laird will write new job description for the Development Manager (Assistant?)

## **Marketing & Fundraising (Amy)**

Amy has highlighted items in her Promotions report that could be good projects to fundraise for. This goes back to discussion from yesterday about prioritizing items including marketing. Budget says no money, so would only happen through fundraising. Noted that this might affect which ones we do, because would do initiatives that donors fund.

## **NomCom (Harvey)**

NomCom met and has decided that it can't be left to them alone to cultivate potential candidates. Need help from the bd, both in surfacing candidates, and in contacting them. NomCom will continue to interview and evaluate the candidates, and bring forward a slate for the bd.

Could add surfacing/cultivating bd candidates to bd job description or task bd when the need arises.

This is Development in the human resources arena.

Asking for bd and imp buying into that they will do this. Also that they will encourage people to come to mtgs.

Suggestion: buddy system. Have each bd member agree beforehand to meet with new people (split up the list). Inreach has worked on this in cmtee.

NomCom should take a proactive role in reminding the rest of the org that this is a priority. Specific reminders, rather than only to ALL reminders is better.

Bill is convener, with Scott as backup and helper.

NomCom would keep names. Preference is that names come with contact information and some history/context. Would like the person suggesting a potential candidate to volunteer to make contact. Or else NomCom would put list out on ALL to see if there are others who will cultivate that contact. But NomCom will coordinate list.

Would like NomCom (or someone working for them) to work our events. Fine with NomCom.

**TASK:** Harvey will post list for each to look over and provide contact information for anyone they know, and volunteer to contact/cultivate some.

Suggestion to check with McCune for contact info.

Suggestion to look in Development database for potential candidates.

NomCom has been feeling unsupported. Now they feel supported in supporting us.

**FRI NOV 10 · SESSION 12 · 10:30–11:45 am**      F: Jeffrey      M: Marty

## **Networking with Other Organizations (Jillian)**

The people on the committee do not have time to do the work in this area and they suggest that it be made a faint grape or laid down.

Laird would like to have more information flow with the cmtee and what they are doing in this area, as he is also involved in this work.

**TASK:** Oversight needs to be informed that connections with GEN and Living Roots will be their responsibility.

Jillian will check with Jeff Grossberg about his intentions regarding this committee.

Heather is interested in being a liaison with Spanish speaking groups.

DianaM reminds that she had expressed interest in working with Living Routes, and that an ad-hoc cmtee was formed at Sirius to explore this. See who else was on this cmtee to look for help strengthening the connection.

## **Budget III (Tony)**

Directory marketing was changed to \$8,000.

Cmag marketing was changed to do mailings with old copies of cmag and not to print extra new copies for marketing mailing.

Added \$2000 for Velma's labor for the online store.

Added items for taking the \$5,000 loan for development coordinator.

There is no money allocated for promotions manager or for logo design. It's possible that fund raising efforts might address this.

This budget shows a profit. But cash flow involves paying off loans and we can handle paying down the directory production loan assuming we take out the loan for a Development Coordinator, and accruing Peach loan interest (not paying the interest). So over a long term this wouldn't work, but in the short run it seems acceptable.

There is no allowance for additional funds we may owe Mt. Madonna, but there is allowance for a trip to be made there for negotiation.

Most of the numbers are based on sales figures for this year. Video numbers are guesses from Geoph and membership is making some projections based on mailings and is not unrealistically optimistic.

Cmag numbers include slight increase in subscriptions. Fluctuations in Cmag profitability were due to accounting practices such as assignment of office expenses. We might have an initiative with Student Co-ops for pre-ordering magazines of the Student Co-op issue.

\$0 salary for promotions manager is a concern. This was a suggestion from the promotions manager. There is a request that if funding can be found that a priority be placed on funding this position. We shouldn't project that problems would arise because paid staff is working with unpaid staff and we should respect the volunteer nature of the org. Legal fees might need to be a priority before funding this position, but we should consider the need to fund this position.

Commitment and obligation is different when a person is being paid rather than when a person is a volunteer. This is a position that may be important enough where the org wants that sense of commitment and obligation so we may want to work out a solution where all needs can be satisfied. We may want to revisit this issue in the next few months.

**TASK:** Oversight will revisit funding for promotions manager at their interim meeting.

Part of the meeting Laird had with Brajesh included that Mt. Madonna would be very flexible in receiving payment if a sum is agreed upon. However, looking at the tone of the last letter from Brajesh it seems that attitude might have changed. It would be optimal to put aside some money in case we need to pay additional monies to Mt. Madonna, but we don't know where that money could come from.

If the negotiations become more contentious there could be a greater effect on this budget.

Legal processes take an extended time and so, there is a feeling that we don't need to set aside money in this year's budget.

Should the org have a permanent legal reserve? This could be a good idea and perhaps Finance could come up with a plan for this. Paying our debts seems a higher priority. As an alternative, if we could find someone who would be willing to agree to extend a line of credit that could be called on if needed, it might be better. Creating an emergency reserve is a good idea, but not a current priority due to budget restraints.

We will check out the possibility of the org obtaining prepaid legal services.

Writing off Dir2 inventory will happen at the end of this year or next year.

There is a very different feel about where we are as opposed to last year at this time. 2001 looks much better than what 2000 looked like last year.

There is a general good feeling about where we are here.

Events budget has not been seen by Elke. Area managers in general have not had a chance to examine the area budgets.

**TASK:** Oversight will communicate with Elke and Alline about the revised budget.

Does the contingency plan and quarterly reports continue on to this year. Quarterly reports will carry forward indefinitely and we will check if the contingency plan was designated to carry forward.

**TASK:** Oversight will review whether newsletter expense will be moved to membership.

Although we are in a better position than last year, we are counting on things getting better. We need to continue our efforts to sell our products.

**AGREED:** The budget is passed.

**Vision Committee:** (Laird)

The committee will continue to meet. DianaM will be the convener. They will continue to look at organization agreements and try to make them cohesive and consistent. They expect to bring an initiative of reviewing the structure of how we meet and will generate a questionnaire to be distributed before the next meeting. They will request from web weavers how new technology will/can affect the organization.

It's good to have a committee that is looking ahead for the organization.

**AGREED:** To devote agenda time at the next meeting to these initiatives.

Jenny is the keeper of the job description book and encourages people in current positions to update their descriptions.

The book is also available for people to look at to get a better sense of the org.

**FRI NOV 10 · SESSION 13 · 2 – 3pm** F: Harvey M: Miaya

**ERB/Cmag** (Laird)

Handout: ERB Job Description was read, but not handed out

ERB has seen its roll as assessing how all the publications represent the organization.

Who should make up the ERB? Any kind of guidelines as to the makeup of the ERB?

Needs to be close to the board and or deeply enmeshed in the org.

Should Laird's time be used on editing Cmag as part of ERB? Laird indicate that editing generally doesn't take much of his time, and happens naturally as he is checking the content.

ERB is not required to judge an article as to its style. For example it could be a boring article and that's not ERB's job to say one way or the other. ERB labels all stylistic editing as suggestions, not as requirements for writers to change their style.

Explore a liaison to the ERB and board, rather than the ERB, which has a specific function, acting as liaison. This can be sticky when people have issues with the ERB.

Are other areas sending written stuff to ERB? Amy and Marty say they do not in their areas.

Some checking in would be valuable but not every single document created.

Getting feedback is valuable before sending written items out. Doesn't have to be ERB.

Where is the line for what needs more than just some feedback and needs ERB input?

Those who have been with org a long time might need less or no input by ERB.

Is ERB involved in the "look" of graphics of the org? Written and visual tone? Yes.

Do all ERB members deal with submitted items? Timing doesn't allow all to respond. If it's a serious matter the ERB slows down and makes sure that all ERB members are consulted.

Who will be on the ERB? Some on the committee would like to be off it. Can the cmtee. be filled in this session? Does Personnel need to interview candidates for this cmtee?

Members of ERB should come back to board for approval.

**TASK:** update the job description of ERB.

Laird still has concerns but would like to continue on the ERB. Tony thinks he can join.

Would Paul or Betty continue for six months? They would like out but would be willing to transition slowly.

Suggestion: Tony replaces Betty right now, and other spot can be filled later.

Person dropping off could be a listener.

**AGREED:** Tony will be accepted as part of the ERB and one of those now on ERB (Betty or Paul) wishing to step down may do so.

It was suggested to add Brad or Michael M. As listeners to gain a co-housing point of view.

Other names suggested to explore for ERB: Harvey, Amy, Jillian,

**COOLER:** further discussion of Cmag mission.

**FRI NOV 10 · SESSION 14 · 3:15 – 4:30pm**      F: Tony                      M: Marty

### **Cmag Mission**

How is the interface between ERB and the new editorial decisions going to happen?

Folks are generally comfortable with the ERB interpreting what has happened in these meetings, there's a sense that there's perhaps more openness to a shift in strategy, but this is not clear.

Perhaps make a change and see how it works? Preference for deciding exactly what we're doing before making a shift.

There is openness to engaging actively in this discussion.

**TASK:** ERB will address issues of style and mission of Cmag and bring a proposal to the next board meeting.

### **Interpersonal Tensions (DianaM)**

The title has been changed to: Handling Interpersonal Tensions

A few changes have been made. #7 was removed as several people commented on this point. A note was made at the end stating that committees could use Ministry as they saw fit when incorporating new people.

**AGREED:** to adopt the Handling Interpersonal Tensions policy.

### **Evaluations (Jenny)**

The only change was in the Peer Reviews section, first paragraph.

**AGREED:** to adopt the Evaluations policy.

### **Liaison to Outreach and Development Cluster (Tree)**

**AGREED:** Loren will be liaison for the Outreach and Development Cluster

**TASK:** Personnel to talk with Loren about his role.

### **Compensation II (Jillian)**

In our first discussion, there was no decision about having a cap or a ratio.

The report does not include the term economic justice, a term used in the Cedar Rapids discussion. It is noted that the report says that we don't have a value of equal pay for equal work.

There was an attempt to include the sense of economic justice in the report without using that verbiage because of its ambiguity.

While there is comfort with the report as written there could also be a sentence added that would more specifically include that term. There is also the sense that the preamble includes the concept of economic justice.

The document doesn't directly address the reality of disparity of wealth in the world in general. However this is a document for defining compensation within the org and not a larger political statement. Our careful attention to how we address compensation speaks to our concern for this issue.

Tony expressed that, while we want to have a diverse range of people with attitudes towards money, we may not want to embrace all attitudes towards money. Even if we somehow get a grant for lots of money, we may not want to compensate people significantly differently than we do now. He will agree to go with the document as it exists and work with Personnel to address his concerns.

People don't come to work for the org for the money. People work for the org because there is a values match.

Rather than have a cap or a ratio, Personnel could review salary structure every year. This would come in conjunction with a review of the economic state of the org.

There is a general sense that it might be better to have a defined ratio and let people react to that rather than have to rehash the issue every year. That could become a difficult conversation and turn people off. With a ratio, we would have a system that has constancy.

There is interest in a ratio, as it makes a statement about economic justice.

Even having a ratio would not avoid all difficulties such as issues about commission that have come up before. Our primary mission is not economic justice. Our economic policies would not be the first thing people would notice or be concerned about when considering the org.

There are many issues connected to setting a ratio. There are issues such as bonuses, commissions, cost of living etc. that need to be considered in this discussion. This seems beyond our capacity to deal with all the issues today.

There is a request to identify the issues that need to be addressed in the ratio discussion. We don't need to resolve this issue now.

**TASK:** Personnel and Tony will research on other orgs and bring back a proposal about pay ratio. The proposal might include the possibility of not having one.

There is enough hesitation about ratios that it doesn't seem like a decision to be made today.

We don't have a history of people with lots of money interested in joining the org. While we don't want people to join the org because of money, we don't mind if people with money join the org.

**AGREED:** To accept the document exclusive of the paragraphs pertaining to salary cap and salary ratios and explicitly inviting more possible verbiage pertaining to economic justice.

**TASK:** Tony will compose a sentence defining economic justice within the context of this organization.

## **Appendix A: Handouts**

The following handouts were distributed in advance of the meeting and/or handed out during the meeting:

2001 Budget Proposal including budgets for individual areas (draft and final), Community Dialog Project report, Ministry report, Cmag report, Corresponding Secretary report, Development report, ERB report, Events report, Executive Secretary report, Inreach report, Membership report, NASCO report, Office report, Oversight report, Promotions Manager report, Personnel report, Publications Manager report, Site report, Student Coop report, Treasurer's report, Video Project report, Vision report, Web Weaver report, Cmag Promotional Plan rewrite, FIC Compensation proposal, Review/Evaluation proposal, Handling Interpersonal Tensions proposal, How to Proceed with Mt. Madonna proposal, Mt. Madonna contract and correspondence, Deep Dialog proposal

## **Appendix B: Tasks**

**TASK:** Public posting of final Deep Dialog agreement to All list.

**TASK:** find a way to make sure the Mt. Madonna board knows what is going on directly from us, not through the filter of Brajesh.

**TASK:** Oversight to talk about the situation with Bookshelf.

**TASK:** Oversight and Finance will have conversations with area managers about how to examine the spreadsheets and what is needed.

**TASK:** Jackie should send a copy of volunteer guidelines to [all].

**TASK:** Laird will write new job description for the Development Manager (Assistant?)

**TASK:** Oversight needs to be informed that connections with GEN and Living Roots will be their responsibility.

Jillian will check with Jeff Grossberg about his intentions regarding this committee.

Heather is interested in being a liaison with Spanish speaking groups.

DianaM reminds that she had expressed interest in working with Living Routes, and that an ad-hoc cmtee was formed at Sirius to explore this. See who else was on this cmtee to look for help strengthening the connection.

**TASK:** Harvey will post list for each to look over and provide contact information for anyone they know, and volunteer to contact/cultivate some.

**TASK:** Oversight will revisit funding for promotions manager at their interim meeting.

**TASK:** Oversight will communicate with Elke and Alline about the revised budget.

**TASK:** Oversight will review whether newsletter expense will be moved to membership.

**TASK:** update the job description of ERB.

**TASK:** ERB will address issues of style and mission of Cmag and bring a proposal to the next board meeting.

**TASK:** Personnel to talk with Loren about his role.

**TASK:** Personnel and Tony will research on other orgs and bring back a proposal about pay ratio. The proposal might include the possibility of not having one.

**TASK:** Tony will compose a sentence defining economic justice within the context of this organization.

## **Appendix C: Agreements**

**AGREED:** We accept this statement, pending the minor changes noted above. Ministry will post the final copy later in

**AGREED:** There is agreement with the Mt. Madonna proposal as written by Laird.

**APPROVED:** Laird is empowered to begin negotiations for the hiring of a Development Manager (Assistant?), including taking out a \$5000 loan for this. Final approval of loan and hire by bd or Exec.

**AGREED:** The budget is passed.

**AGREED:** to adopt the Handling Interpersonal Tensions policy.

**AGREED:** to adopt the Evaluations policy.

**AGREED:** Loren will be liaison for the Outreach and Development Cluster

**AGREED:** To accept the document exclusive of the paragraphs pertaining to salary cap and salary ratios and explicitly inviting more possible verbiage pertaining to economic justice.

**AGREED:** Tony will be accepted as part of the ERB and one of those now on ERB (Betty or Paul) wishing to step down may do so.