

**Minutes of the
Fellowship for Intentional Community
Spring 1997 Board/Organizational Meeting
Edenvale, British Columbia
May 21-25, 1997**

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These minutes were compiled by Alex McGee of Twin Oaks Community: 138 Twin Oaks Road, Louisa, VA 23093. Cleaned up by Harvey Baker 12/2020 after only being able to open the document in TextEdit. There may still be some weird formatting remnants here and there.

Wednesday SESSION #1 • MAY 21, 1997 • 9am-12:30pm F: Caroline R: Alex & Rachel

Announcements: We need to be flexible about agenda during this set of meetings. We have arranged the board and ex officio members (Bill and Laird) into the front circle. The vision committee has designed our morning presentation. [The visuals on butcher paper were taken home at the end of the week by Betty or Geoph.]

VISION; (Paul) Paul reviews the FIC Mission:

*To openly provide accurate and comprehensive information about living in intentional communities [seekers]

*To promote dialogue, understanding, and cooperation between existing communities and related organizations [related organizations]

*Make the realities, options, and lessons of intentional communities readily accessible to the wider culture [wider culture]

*To provide moral, financial, and technical support to forming and established communities in need. [communities]

Paul reviews the Values: non-violence, inclusivity, diversity, freedom (to disassociate); and cooperation.

Paul reviews the FIC Purpose (7 Points), which we agreed on at The Farm with the understanding that it needed more explanation.

Purpose:(from brochure)

- To embrace the diversity that exists among communities & facilitate increased interaction between communitarians and the wider culture.
- To build cooperative spirit within and among communities, through shared celebrations, joint ventures, and activities that build awareness of our common humanity.
- To facilitate exchange of information, skills and economic support among individuals, existing intentional communities, cooperative groups, and newly forming communities.
- To support education, research, archives, and publishing about contemporary and historical intentional communities.
- To demonstrate practical applications of communities, cooperatives and their products and services- through seminars, catalogs, pilot projects, gatherings and direct sales.
- To increase global awareness that intentional communities are pioneers in sustainable living, personal and community transformation, and peaceful social evolution.

Paul defines terms:

Vision: Our image of what the world would look like in the future as a direct result of our work.

Mission/Purpose: Things we commit ourselves to do as we are pulled toward our vision.

Values: What we hold as essential truths /beliefs that we commit to uphold.

Paul explains that our focus will be on the Vision piece, and let the mission and values be later pieces. The group agrees to work with this framework.

The vision committee has identified objectives for our work at this meeting:

1. Create a shift toward more alignment.
2. Share and think creatively
3. Clarify our alignment and misalignments
4. Clarify our shared vision
5. Harness past/current successes
6. Clarify personal visions and how they fit
7. Provide framework for financial decisions
8. Identify next steps (in visioning)

The group agrees to these objectives. Dan makes sure they are minuted for use at home.

Loren clarifies that no vision pieces have been discarded.

Vision committee will be working throughout the week to design our process. But for now, this is the visioning agenda over the next few days:

1. Introduction and Groundwork (what we just did)
2. Core vision: Identify issues and questions
3. Personal visions-alignments
4. Tapping past successes
5. Integration and synthesis
6. Next steps

This relates to what we did at Oakwood, which was a 2 day retreat three years ago. At that time, it seems we were a little ahead of ourselves. The planning we did didn't have a vision piece and now we have come to backfill. The visioning committee has also learned that our FIC culture doesn't take to structure very well. So, Paul invites us to let go of Oakwood experiences and open to this new process.

Although this work will produce many tangible charts and words, we must remember that vision lives in our hearts. The way this relates to Restructuring is that our restructuring process pointed out to us that we didn't have a vision. Although we may be tempted to critique, try to shift to generative mode, having creative energy rather than analyzing energy.

Q—Where do the Mission and Values and Purpose that already exist come in? Paul answers that we will not focus on them right away, but they will necessarily be interwoven.

CORE VISION We will now try to "capture headlines". What are questions that indicate we haven't clarified our vision? Paul leads a group brainstorm. We list them and post them on the sticky wall. Paul (according to the suggestions of the group) now clumps the questions into major issue areas. We are all in awe of the sticky Wonder Wall. We will use the groupings to create focused conversations for small groups. The information from the wall is copied below.

Who do we serve?/What is our scope?

Is the focus of the FIC limited to ic's, or is it also pertaining to the wider culture?

Are we a N. American. movement or international?

What communities are we excluding?

Do we embrace or disdain co-housing communities?

Do we de facto mostly serve rural communes?

Are we a US or N. American movement?

What is our relationship with non-residential communities?

Who do we serve?

On what scale do we see ourselves operating?

Expression/Interface of our values

Are we about the liberation of the individual within the context of groups?

Should earth stewardship be an explicit value?

Do we de facto have FEC values?

How open or specific do we want our values to be?

What elements of mainstream technology are we willing to use (e.g. marketing, finances)?

What standards of ethics and personal responsibility do we expect from the people serving the organization?

What cultural assumptions have we bought into unconsciously that block us?

Do we unwittingly support patriarchy?

What do diversity and inclusivity look like?

Are we a movement?/What is our relation to others?

Do we do service to the movement or do we do organizing work?

What is our relationship to other social/justice movements?

Do we represent the communities movement?

Is there a communities movement? What is it?

Can we identify the primary cultural obstacles to our vision?

Why would anyone want to join our organization?

Do we need to define community, or is our work to foster dialogue?

Operational Internal Values

Are we a cmty or an organization?

How activist do we want to be?

How do we foster inclusivity and diversity?

Do we want to rely on volunteerism or paid staff?

How do we want to cultivate leadership?

What are our standards for financial responsibility?

Are we uncomfortable being well financed and effective?

Are we a sustainable organization?

What do we do with the tension between bonding on commonality versus engaging with diversity?

End result in the world

Should everything be within moral bounds of fairness (Sustainable justice)?

What does the world look like when this organization has accomplished its goals?

What percentage of the world's population do we envision in community at End Time?

Orphan: In the long range vision, are we self-selecting or representative?

Our values (non-violence, inclusivity, diversity, freedom [to disassociate], cooperation) can be used as a lens to explore these clumpings.

These values were agreed upon years ago and many of the people here were not part of that. Are people here in alignment/understanding with these values? We need to have a common base. We are going to just assume that for now.

We will sit at tables (each assigned to a grouping) and discuss these; rotating through them over the course of the next 2 hours. Take this time to go more in-depth. Listen to everyone and look for the connections. Gather the essential points of agreement and difference. Groups need to designate a focalizer, who will stay at the same table the whole time. At the end of the three rounds, we'll ask each table to report (for 5 minutes), so someone needs to be a recorder.

Must you rotate or can you stay at the same table? You can but we're looking for balance and movement of energy. You bring things from one conversation to another (cross-fertilizing), so that can be useful. These are all questions looking at the same thing from different angles. And this is allowing everyone to give their input and energize.

What can you do during this time? You can refine the questions. You can try and synthesize a solution. Or both.

We will all come to the table with these 4 assumptions:

1. The wisdom is here among us.
2. None of us is smarter than all of us.
3. Wholeness is present in every part of the circle.
4. Connections exist- look for them.

TUESDAY SESSION #2 • MAY 21, 1997 • 2-4pm F: Caroline & Paul R: Rachel

Reports from Table-Topics:

Expression/Interface of our values:

Commonly Held Beliefs:

- Community comes from a basic need for connection
- FIC does not prescribe HOW communities should choose to live
- FIC value system creates self-selection by groups and individuals who hold these values to be true.

Suggestions for Future Growth:

- FIC's values should be used as a filter to choose appropriate technology for future expansion, outreach etc.
- Expression of values needs to match the function the FIC is trying to serve. (We need to define more clearly nonviolence, inclusivity, freedom, cooperation, diversity, and consensus so that assumptions are not made)

Who do we serve?/What is our scope?:

- No one proposed that the scope be more tightly than residential and self-identified intentional communities. This is not a crisp line, relying on self-selection.
- The bulk of the support for the FIC has come out of the US and Canada. People did not express the desire to limit the FIC from international work, but not particularly to focus either. But mostly people wanted to be clear on what the scope actually is.
- In the past our strength has been to help seekers and to help interconnect communities and folks want to continue with that. But there is a lack of clarity on how much to pursue other goals.

- Our product is community and it is a social challenge. We are learning about it and that may be a benefit to the wider culture. But there isn't clarity on how much to emphasize this work.
- FIC has a place in helping people who are doing parallel and subgroup work. We have skills in developing networks and communications.

Questions:

- Should we be self-selecting or representational? This question came in late and wasn't discussed fully. And folks felt this partly depended on what we choose in other realms. But folks think that whoever we choose to work with, we should be representative of them.
- Would we be more effective as an organization if we focused our mission? We wouldn't necessarily have to limit our vision. If we focused on one portion of our mission we'd be more effective on that piece and perhaps more effective overall. To cope with this, we could segment our group, or make ties with other groups that would take responsibility for the other portions of the mission.

Are we a movement?/What is our relation to others?:

Agreed upon:

- There is a communities movement.
- There is a wider movement in our culture towards the values of communities.
- The FIC is part of this movement, but not the whole.

Questions:

- What defines a movement?
- What defines these movements?
- What is FIC's place in the movement? How is this (dis)similar to other organizations' places?
- Does the FIC support ICs or the movement or both?
- Is the FIC broad-based or more focused?
- How does that affect our effectiveness?
- How does cmtly and the movement interface with movements for social justice, ecology etc.?
- Can we help other movements achieve cmtly in their process and lives?
- Is cmtly essential to people/society's happiness and well-being? And what is the FIC's role relative to this?

Operational/Internal Values:

This area broke down into two major sections. The first asks the questions:

- Where are standard business practices appropriate to our values? And where not? We should use what is apropos.
- Core activities should be managed by paid staff with lots of volunteer help.
- FIC is an organization sustained by the internal community that we build. In other words, we exist outside of our particular business activities.
- FIC activities are not now operated in a sustainable manner.

The other section asks/shows:

- Does the way we cultivate leadership affect our ability to foster inclusivity and diversity?
- Inclusivity and diversity represents the desires to reach beyond our boundaries.
- Inclusivity and diversity is "unnatural" based on our tribal roots.

- Inclusivity and diversity should not be used to DISGUISE appropriate boundaries- both inner and outer boundaries.
- Inclusivity and diversity can only be sustained if the organizational leadership includes diversity.
- Diversity of what??
- Is it FIC's intention to influence the wider culture? For example, we choose to use alternative distributions for the Magazine, yet that means we are not in the wider cultures venues.
- The means create the end--we can influence only to the extent we are connected.
- We seek to identify values based on attitudes not lifestyles. We can share attitudes with people who do not share our lifestyle.
- A purposeful organization is defined by its external relationships (roles or niche).

End result in the world?:

The other question not spoken but implied by the others is: How can the FIC contribute to these end-goals?

- We have behaviors from fully experiencing community and interdependence: acceptance/accommodation, joy, communication, fairness(justice), kindness, sustainability. The basic one being justice, which is required for others to be meaningful.
- The forms coming out of these attitudes will be diverse.
- FIC can foster cmties to lead to the above results
- Cmties may query on Ecology and economic justice: What is the source of the basic goods and services being used and are those being procured justly?
- Are cmties required to explore these questions or just encouraged?
- Equality: We should have a definition that includes individual variability
- Needs: People define their needs so differently and how does one/cmty resolve different definitions of needs?
- FIC is one piece of the work towards a greater world. But only one piece.

Paul says everyone deserves a hand for working on this, particularly the focalizers. [clap clap]
Paul calls on us to reflect on what vision future seems evident based on these insights.

Q- Are we making the assumption that we agree on and accept the concepts presented?

Paul answers that we will have a time later (session 5?) to really figure out what the group agrees on. This is just the first pass.

Tonight when we celebrate and tell stories, listen for #4 in our process: Tapping into past successes. When we next meet it will be about personal vision. Paul asks us to do reflective "homework" to clarify your personal vision and bring it to the process. We will then look for the overlaps of our personal visions.

Feedback about what has happened so far:

Many folks feel excited yet overwhelmed about the number of things brought out. Caroline points out that that's why we are being given time to think about it. Paul says the vision cmtee will bring it together for the group to hone it down to a crisp vision. Jeff says we won't necessarily resolve all these issues this meeting. Paul believes we can find our commonality and make an energetic shift.

There are concerns that our vision isn't what's really coming out of this material. Caroline says we need to look for the vision underlying these questions and issues that brought them out. There are common assumptions that brought these forward. Paul says the process and the result are both important. We are learning about the need for the process to talk this out. Alex asks why board members aren't participating in these discussions. Shouldn't they be excited and shaping the vision if they need to carry it out? Bert found this process exciting and fruitful but wants to hear the vision of longer term members and wants to see how all these things we're striving for (vision, mission etc.) fit together. Velma has not always seen herself as fully aligned with the group and has taken on a staff role. She now sees herself moving fully into a staff role and has trouble seeing how she can put her piece into the vision. The process has been fantastic. The variety and quantity of output couldn't have been anticipated. Can we have status reports of the synthesis process to the group? The cmtee says yes, there will be. There is thankfulness that the process acknowledged that we are not starting from scratch and that the groundwork was highlighted.

Tuesday SESSION 3 • MAY 21, 1997 • 4-5:30 F: Alex R: Jillian

FINANCE; report by Bill; Handout: income statement

Every time I've done a report I always find a glaring error about three minutes before I report. This error has to do with the contract labor amounts to communities. Balance sheet, 43602, should be 26400. So the number on the income statement on the bottom is 37800 instead of 55000. Take about 17000 off of the cmty labor piece. Statement will be revised and given to you. The way we've been assembling data has been challenging, with so many locations around the country. Has been ok but hard. But now much of the activity is coming out of Sandhill. Alpha materials are at Sandhill now. Tony and Laird have assembled the data on Quickbooks, so Tony can send me the data quarterly, and we will have quarterly info. Bd members won't have to wait until May 1997 for 1996 data. We can mail or fax quarterly reports compared against budget shortly after the end of each quarter. Good news. Order is coming. The fundamental reason we're showing a \$38,000 paper loss has much to do with the sales of the Dir and it not reaching the goals of the previous year. The categories of expense were reasonably close, but on the revenue side it was not accurate. So the emphasis should really be on the revenue generation side, not to the exclusion of the expense side but the revenue side is primary. Debt is rising at about \$1,100 per quarter, and apparently not having a workable way to pay that down is a concern that the board should have. Of the labor payable, about \$7,000 of that is to Geoph, who will not be calling in that debt right away, (it is suspended, it is not interest bearing). Dan has \$1,700 owed him for Dir work and he is not expecting to be paid right away either so we have some flexibility there. But the Twin Oaks and Sandhill pieces need to be looked at.

Questions from various people and Answers from various people

We owe Twin Oaks \$9000, Sandhill \$7000, Alpha \$ 800, Betty \$1000. We owe Sandhill and Twin Oaks for work they've already done.

The reason Communities Directory sales projected so high was that it seemed consistent with the history, at the time it was a reasonably well thought through number. We had a range to guess how the second year would look, and we really wanted a budget with a black bottom number, so we took an optimistic view. Also, we had a new treasurer and new systems and communication flows were not in place yet, we could have done a better projection at that time. On the budget is cmag ad revenue was accidentally left out.

What is the projected value of inventory? The conservative estimate is to take half, and we've always sold what we printed. So, 12.50 per Communities Directory, at 5000 directories, so \$60,000 is the revenue that could be expected.

Looking at the origins of the deficit, if we subtract cmag and Communities Directory, about 8000 left. The origin of the deficit is a compilation. We have interest expenses, depreciation.

We have an interest income on the balance sheet of 3500, 3000 more than the projection. Why is that? At the time we did not have an agreement that interest from CDs and loans would go into FIC, it had been going into the loan fund. In TN we agreed to let the interest go into FIC as the administrative fee. The agreement to not access those funds for FIC operations is still being maintained, but there is some cost associated with the management of the loan fund that should come back to FIC.

When we're looking at Communities Directory sales we're breaking it into retail and wholesale, is there more info about the nature of Communities Directory sales---bookstores versus sales in cmties or other nonprofits. Can we get more info about how they're moving? As far as general trends, nonprofits buying and then reselling is very small. First edition, 80 pct wholesale, 20 pct retail. Retail is higher now, 25 or 30 pct. Wholesale means distributors for the most part. In the new books there are more categories of division relative to magazine sales, libraries, etc., that info will be more available in the future.

On the balance sheet, accounts receivable is 19205. What proportion are we likely to get back? BB pulled out the 7652 from the Fine Print Chapter 11 already. He made a judgment call to pull that Chapter 11 piece out of accounts receivable, so of that 19000 the current view is that that is generally current and expected to be received. We adjusted to eliminate Fine Print, we're assuming we get nothing. This leaves 8000 of cmag accounts receivable, but that is a soft number, we won't see all of that, 4000 may be soft due to the nature of the cmag distributors. This report does not have a breakout on what we spend on Communities Directory and on cmag. Laird's report had good detail on this. We have a 38000 deficit, and a 13500 cmag deficit. Maybe we could detail the origin of that deficit. Cmag is done, we took in 57400, paid out 17900, so a net loss of 13500. Elph thinks the impact of the Communities Directory has to be discussed in plenary.

Geoph has a handout showing Dir and CMag numbers, which is handed out. For those not familiar with the terms, 2.1 means second directory, first printing.

The group spontaneously appreciates: Yay Geoph! Good work. And Velma, yay Velma! And Laird, yay Laird! and BB, yay BB!

Although the handouts are labeled "accrual", that is a mistake, these are both cash sheets. What are the expenses for production as opposed to printing? Magazine production is for labor, not for fulfillment.

Communities Directory 2.1 production figure in 1995 is \$17,342, because people working on it in 1993 received payment in 1995. Communities Directory has 1997 income projected at

\$50,000. Communities Directory income for the first quarter of 1997 was \$14,000. We increased the price, too; that helps. We won't really see that change until the second quarter. That number is fairly solid.

Of the labor for Communities Directory 2.1, \$8,700, to Geoph and Dan that we haven't paid, is still left on the books.

On the income statement, the rent charge of \$5,300, are we still renting any space? What that is, is the trailer cost of \$2,400, I put in there. Trailer perhaps should have been depreciated, but I made an arbitrary call to expense it. And the other money was Langley money. But in 1997 there will be no rent.

Looking at the Communities Directory comparison, on the cash sheets, there's \$8,700 in labor for developing the Communities Directory, but there are also order fulfillment expenses from Sandhill and Alpha and Twin Oaks that are not reflected there. Order fulfillment would be \$6,000 for Communities Directory. So there are about \$15,000 in Communities Directory 2 expenses that are not reflected here on the cash sheets. But it is all on the balance sheet.

The order fulfillment number jumps in 1996 yet we're predicting lower in 1997. Why did they go up and why do we think they'll go down? (see the cash sheets) This is a tricky one to look at the years. This is cash accounting. I get it at the end of the year, so I pay a big chunk not in the year it was incurred. In 1995 Valerie and McCune went to a per hour rate rather than a piece rate.

We only had directories beginning in the fifth month of 1995, so there wasn't so much to send out, whereas we had a full year in 1996. Plus Twin Oaks is taking on new work, and whoever used to do it (Velma, Elph?) were not getting paid. Sales are slower in directories, Twin Oaks is caught up, and they are efficient. And credit card sales will streamline this as well.

On the cmag page, the back issue sales are down, and sample copy sales are down, is this a trend? Why? We used to run a complete index of back issues in the back of cmag, we don't do this now, it must have affected sales. For the samples, I'm projecting it down, we used to run an ad in New Age Journal that we don't do any more.

The accounting system Tony is using at Sandhill tracks things on an accrual basis, so we will be using that system from now on.

We don't have fire insurance for the trailer.

Bill thinks the situation could be seen as improving but it does not eliminate the debt. This suggests that there are things the board needs to look at, this cannot continue on this basis.

Reactions

Based on the projections of sales of the Communities Directory, we run out of directories at the end of first quarter 1998.

AGREED: An ad-hoc Directory-Finance cmtee will meet to analyze the numbers in greater detail, comprised of Velma, Elph, Jillian, BB, Laird, Alex, Geoph, and Tony, and bring back a report to this group (see later session #???)

If we continue in the direction we're going we will end up where we're headed, our creditors' faith in us would be jeopardized. It's one thing to carry loans to friends, it's another if an obligation due in 30 days can't be paid. The cash reserves appear that that could be an eventuality unless additional sources are realized.

Because of Tony's work we will be more current soon. This is a good thing. Those reports will go out to the board on a quarterly basis. The largest hang-up is getting the financial data from Twin Oaks. Sandhill's data goes in every day, but Twin Oaks only gives it to us sometimes. Velma: When I do the analysis I have done, it looks like we have been losing about 15000 a year for about three years. We've used up the buffer that we have. We really need to turn things around this year.

Ben: If I look at the magazine bottom line I see a trend, and projected for 1997 is an ebbing of that turn and I wonder how realistic that is, based on the 1997 first quarter.

Tony: Figures for the first quarter show a 1500 to 2000 loss for the quarter. That could increase because a certain amount of that is accounts receivable that won't be paid. These numbers seem reasonable to me, and an 11000 loss seems reasonable to me.

Diana: There's two reasons I have to think we might reduce the loss. One is that the magazine has new aspects to it that might make it more appealing. Second is that I'm making advertising my highest priority, so there might be more circulation and more income.

Bill: If you double the ad income you get rid of a lot of debt. That is a way to make a magazine pay.

Laird: It's my sense that there's been consistent heroic energy into improving the magazine, to produce better quality, and we are seeing a trend in increasing subscriptions. This seems a fairly conservative estimate. If anything it's likely to be better. If you look at last year we did pretty well with the magazine.

We have to print more Communities Directories in 1998. We have left: 5500 at the start of this year, and we'll start 1998 at about 1500 Communities Directories. We can do this monthly inventory now easily.

Dan: When we decided to go into quarterly production on cmag we looked at other magazines, and we expected the Communities Directory to carry the magazine, we didn't know if it would be self sufficient. The Communities Directory average income is 12000/year. So we have been covering the magazine losses if you look at it this way. But we have had the temptation to use the income to cover other programs. This says to me that we need to hold to our original idea that we need an outside income source to do a magazine. We never fully expected that cmag would be a break even.

Maybe that needs to change. Knowing that we're talking about printing the Communities Directory again in 1998, how can we do that?

Tree: I just wanted to point out that we're still adjusting these numbers, but recognize that these are more solid FIC numbers than I've ever seen, hooray!!

Wednesday SESSION #4 • MAY 21, 1997 • 7:30am-9:30pm F: Caroline R: Paul

10 Year Celebration Evening: Tapping Into Our Successes

People who were at each previous FIC board meeting came up to the front and told stories and highlights from past meetings:

Stelle, IL Spring '87

Mission to salvage the communities directory; Getting people who had differences together working.

East Wind, MO Fall '87

Getting people together is harder than we thought it might be.

Green Pastures, NH Spring '88

Impulse to take over Communities magazine (took 5 years); New arrivals transitioning instantly into board positions; Bringing people together who would otherwise never get together; Amazement with agenda organizing process.

Alpha Farm, OR Fall '88

Experienced networkers gain foothold; Alcohol induced brainstorming; Minute taking on the computer; Gender balance a strong theme

Shannon Farm, VA Spring '89

Executive committee created (named Administrative Cmtee to deal with power issues); Appreciations at the end of the meeting; Host community discovers there are people like us; Eight year old draws key insight in evaluation/feedback session; Ponder the move of headquartering at U. of IN. Approved.

New Harmony, IN Fall '89

Counseling one board member about public image issue; Lengthy values discussion evening session; Recommendation to study auto repair to prepare for life in community.

Lost Valley, OR Spring '90

Influenced the creation of host community (contact 1 1/2 years prior); Decision to do the communities celebration; Sent somehow to CSA to build bridge to other networking organizations; Striving toward unbiased minutes creating laborious process which took most of the later committee time; Consensus in use leads to chair switching frequently.

Ganas, NY Fall '90 - Halloween

Host community seeks advice from the traveling board. Creates big trouble; Extreme resistance to facilitation in work with the host community; Learning lessons about giving feedback to a feedback community; FIC community takes care of the wounded member; Meeting videotaped.

The Vale, OH Spring '91

Lot's of long-term community folks. Learning the dangers of a single age group community; Who's sleeping with who?; Pre-meeting 2 days, 3 days of meeting, post-meetings.

Lama, NM Fall '91

High altitude issues/problems; Logistics coordination from distant airport; 18 inches of snow, barely got out of Lama; Powerful experiences with mediation in the keva-style meditation room; Most successful work-exchange and bonding with the host community; Major work on developing the Celebration; Seeking non-profit status begins.

Celo, NC Spring '92

Big timeline analysis for directory and celebration; Major board member feedback/behavior modification. Individual transformation occurs; Wide variety of host community businesses make a big impression; Became a corporation (again), lapse reversed; Serious discussions about taking over loan fund.

High Wind, WI Fall '92

Took over Communities magazine. First issue arrives at the meeting; Communities word 3 times in presidential speech; Barter arrangement for labor goes amuck; Hired coordinators for Celebration; Jenny as site coordinator; What to do with headquarters struggle. Looking for the path through to a solution.

Sirius, MA Spring '93

To slap or brush off all the mosquitoes; Computer networking takes off at the meeting; Last meeting before the Celebration.

Songaia, WA Summer '93

Emotional meeting, right after the Celebration. Exhaustion; Hired Cmag editor, in spite of concern with conflict of interest with her newsletter; Hanging out with wired Frank; Dealing with other "odd" types, never knowing what might trigger them.

Stonehaven, TX Spring '94

Hot tub encounters and the judgment; The bank of computers in the meeting room; Happy birthday to Loren who joined the board, finally; Big Colorado contingent; Life School and Facilitation Guild issues.

Miccosukee, FI Fall '94

First dance party with a community band; Volleyball; Web-weavers born; Cohousing issues; Outdoor plenaries; Community building manual and press kit conceived.

Sunrise, CO Spring '95

First male contact host; 75 attendees; Cohousing and IC healing; Difficulties with nominating process; Bruderhof representative and issues around reporting contrary community experiences. Friendship established; Talking-stick evening circle, impressions on newcomers around emotional expression; Recognizing the need/opportunity for regional gatherings around board meeting.; Board expanded by 5 people.

Golden Rule, CA Fall '95

Elderly community hosts. Conservative Christian atmosphere; Over 100 attendees, including regional event days with open space; Loving environment with host community.

Ganas Grow 2, NY Spring '96

Difficulties with host community negotiations in spite of written contracting; Participation fees for attendees; Cold accommodations; Over 100 attendees. One phone. Modem phone use issues; Insulting the host community. Dealing with the feedback whiplash; Auction for Lama Foundation Fire. Harvey as auctioneer; Meeting college interns join in; Restructuring Committee first presentations.

The Farm, TN Fall '96

Recognizing length of time together, up to 2 weeks a year; Tofu city. No options. Bunk bed rooms; Tie-Die mania. The Farm history stories and tours.; Negotiations with separate entities around all aspects of living and meeting.; Great frisbee; Presentation on Global Ecovillage Network.; Restructuring Committee presentations continue; Culture discussion.

Thursday SESSION #5 • MAY 22, 1997 • 11:00am-12:30pm F: Caroline R: Tony

Vision; (Paul)

Revisit objectives (see session 1). In the Vision process we are working between Core Vision and Personal Vision. Given all that came out yesterday we need to accept that we are in a state of chaos which is a step on our path.

Discussion of our angst with the process so far: See all the questions, where is the wisdom. How can we accomplish this while also being so busy with other tasks. Easy to slip from the deep discussions into the nuts and bolts stuff. Came here anxious but saw others here also

anxious. Didn't help at first but now it is helping me to focus. Dan volunteers to listen to others anxiousness. Last night's oral history helped me feel more confident. While I have felt alignment with the work of the FIC there is anxiety over alignment with the others called to the same work. Energy is raised by fruitful finance committee meeting. Feel like I should participate more but not sure can. Didn't we just do this at Oakwood. Anxiety is energy without clear direction. Anxious that people be sure to give their input, especially those who have been here for a long time. Some not feeling anxious at all, feel confident in the strengthened wisdom here. Into the creative void...

Lets try putting up a sample vision that the vision committee came up with as an example of where we need to go. This is pulled together from some of the common threads from yesterday's work. We want to hear from the group their reactions to the spirit of this statement.

Sample Vision: "We envision a world where community is available, appreciated, and supported for all people and in which the skills, structures, spirit, and wisdom of community are basic building blocks of culture and society."

Gives me the shivers. It's really nice. Really good, but community is for all people but all people for community? Is there room for hermits in our vision -- someone who doesn't want to be part of community. I like that this is not limited to residential intentional communities. This is not necessarily where we started 10 years ago but that can be good. Maybe we need a common understanding of what "community" means. I cried a little bit when it was read. I like the word intentional. Like a hermit should understand community and intentionally choose not to be a part. Crying but with a smile -- as a release. The day to day idealism that this vision demands is great and so hard for some people. Maybe add the words "known and understood globally" to the statement. Surprised that this is so simple that it can't be all of what we are doing. What is the nuance between culture and society? Need to say something about what community is to make this complete. Think that wordsmithing is OK in plenary when the time comes. Really glad that we are getting to this level. The cultural change piece really resonates, especially the spirit and wisdom part. Maybe it needs some recognition of the interconnectedness of all humans or all beings. Culture and society have different and wide meanings. Culture is more individual (rituals etc.) society is more the interaction of individuals and groups. An example is that China has an old culture and has a current society that is a product of the current govt. etc. Feel like we do have a common sense of vision among this group. Maybe include something about the autonomy of the individual. Maybe the word sustainable needs to be in there with society and culture. Maybe also something about humanistic, transformational, etc. It breathes easy as a vision statement. Seems to lack a real idealism of doing it and changing the world. Though others thought it short I thought maybe it is too long. Maybe definitions of community comes in mission or purpose. Maybe "for all people who seek it" wouldn't feel like everyone has to do it. Not ready to do word crafting on this statement -- just an example - a place holder to see how close we are. But wordsmithing can be done later. Maybe justice is a word in there. Maybe joy too.

Statement from Tree: "We envision a world where the skills and structures, the spirit and wisdom, of community are cornerstones of culture and society, and where recognition of basic interconnectedness among all people naturally gives rise to relationships that are joyful, just & sustainable."

Maybe it doesn't all have to be in one piece, multiple statements maybe, maybe more of that is in mission. Vision is to motivate the members of the organization, not necessarily the public. Danger of trying to make this too big and having it lose its impact. Inspiring and vague may be fine if there are other places to define it further. Coming back to community needing to be defined. Would be very happy if we had this decided before the end of this meeting. Not sure if we should try to complete this at this meeting. Vision cmtee saw more common vision but more unalignment at the mission level. Not aligned on whether we can leave here without a vision statement. Vision statement can be an ongoing process. Vision may be the easy part -- mission/purpose will be the harder part. Deep fear that we will not have a vision statement when leaving here and won't have this to guide us. Vision can be seen as the whole vision, mission/purpose thing or just as the vision statement. Should we open this to the wider circle. Possibly a structure where there is an abstract and then the more substantive process later. Still hearing the fear of the chaos -- not having worked on the mission/purpose. Maybe working on that will help us feel the boundary between the vision and mission and purpose. Seems like there is very strong alignment for this vision but still many questions on the mission level. There are many ways to build a well as long as at the bottom you find water. Vision is our water and mission is how we build the well.

Does our vision include taking community outside of intentional community? This seems like a huge question and if we have alignment on this we should test for that now and then send this back to committee.

Vision could include something broader than where we actually act. Our vision might include community outside IC's but we don't necessarily have to focus our energy that way in our mission. Having this in our vision opens the possibilities but doesn't make an assumption. Seems to be in alignment with this concept of our vision encompassing spreading community into the wider culture outside of ICs.

Ten years ago we changed from Fellowship of Intentional Communities to Fellowship for Intentional Community, that has allowed me to be here for 10 years. Maybe we are even for "creating community intentionally"?

If we have really started to understand the difference between vision and mission/purpose then spread that to cmties since they really are in need of that help.

SESSION #6 • Thursday, MAY 22, 1997 • 2pm F: Caroline R:Velma

VISION: (Paul)

Meditation. What is your calling in the world? What is your vision for the world you're willing to devote your life's energy to? The group shares the output from this in pairs. Hold this while we examine the question of the next hour.

Question: Who do we serve? Where should we be focusing our service? We're not intending to answer this question in the next hour, but to go as far as we can with this. Answers will be helpful to implementors in particular. Not looking to rewrite the four-part mission, but to inform it.

Mission as written on the wall:

- o To openly provide accurate and comprehensive information about living in intentional communities. (seekers)
- o To promote dialogue, understanding, and cooperation between existing communities and related organizations. (related organizations)
- o Make the realities, options, and lessons of intentional communities readily accessible to the wider culture. (wider culture)
- o To provide moral, financial, and technical support to forming and established communities in need. (communities)

Break up into groups of 3 people (each group either has core group together, or new folks together) to discuss this for 15 minutes. Report back:

Group 1. Other organizations working very closely--e.g., cohousing, GEN--can we work with them more closely. Focus outward (Dir, CMag) bringing people in rather than to existing communities. Initially communities didn't want help, but perhaps they do now. Maybe become more active with the media? Can focus on one aspect of mission and also serve others (e.g., Directory, directed towards seekers, also reaches to wider culture). Is there a special role this organization because of its experience in community can take in coordinating relationships among networks. Broad impact services capitalize on our limited resources.

Group 2. What is most important in the context of the broader vision. Direct and indirect services. Serving residential intentional community is the focus. Other intentional communities are the next ring out, communities in general the next ring, the movement as a whole yet a further ring out. Overlapping with other groups. Intentional ripple effect of our acts--pay close attention to these.

Group 3. Serve ourselves first--work that is joyful and resonant for us. Serving residential intentional communities first. Make lessons available beyond that. Offering help not only to seekers but to those who haven't become seekers yet (wider culture). Lot of overlap between groups served. Juice individuals within the organization or coming to the organization where their energy is, rather than selecting a particular focus. Not usually necessary to compete between the focuses.

Group 4. Want to be effective. Experimenting with different arenas to see what might draw more interest. Much interest in serving wider culture by some. We don't do much in the service to communities. We serve communities and wider culture--which is priority?

Group 5. If we're not clear on who we're serving we're less likely to get funds and less likely to attract people. Think serving communities and serving seekers go together. Serving wider culture, serving related orgs go together. We do better at serving communities and seekers. Serving wider culture might not mean a media blitz, might be serving developers in how they design neighborhoods. We fear that some who want to serve one group might leave org if we decide to serve another, which is ok. To serve all we'd need more money and more people. The groups that follow are newcomers.

Group 6. More could be done for seekers, preparing individuals for living in community. Could help those forming communities more. Could help non-profits with cooperative decision-making, not business yet.

Group 7. Serving communities movement--creating sense that there is a movement. Meeting, Directory show this. How can we raise the awareness among the communities that we

are a movement, and foster synergy? How can we shift legislation to enable more cooperative structures to emerge.

Group 8. Focus should not be wider culture. Focus on broadly defined intentional communities, especially residential deeply cooperative communities. Serve seekers and communities seeking members, communities seeking help because in crisis or in formation. Serve groups that address the balance point between individuals in service to community and community in service to individuals.

Discussion:

Where are our energetic resources right now?

Work through communities that are outwardly focused to increase the ripple effect to the wider culture, take our actions through this filter.

If we're not serving the intentional communities, who is? If we can't demonstrate that community works in small groups of people that want to live together, how can we convince the wider world?

Change in the wider world will only come because people see communities that are working. Communities are struggling, need technical support. If this organization doesn't serve those, hard to get the message out to the wider world.

Want to be careful about assuming that others will want to live like us, in intentional communities. Is our vision to share the experience of community so that everyone has that regardless of what it looks like?

By showing the power that community has for us and that it's practical, we're not saying that people have to do what we do, but we're shining the light, and people can make choices. We shine the light brightest person to person, by people seeing community.

Are we assuming that those people down the road aren't living as wonderfully as we are in community? Don't want to dictate how people live in other communities, and let's extend that outside of community too.

Many people think they want to live in community, but they don't have the skills. Communities also need skills. The key is education whether through classes or radio shows. Maybe we ought to be teaching.

The predominant culture we live in is as destructive of community as it is of the environment. We need residential intentional communities not so everybody can live in them, but as a basis for community in our culture, as a place where community can survive in our culture. From there we need to reach outward.

Planning an evening session for more sharing related to the starting meditation.

We don't get a lot of requests for help from communities. There may be need, but there's not a lot of demand. What is the need from communities, what is the interest in asking from help? If we offered more would it go anywhere.

Seekers XE "Seekers " who don't have the skills. Couldn't we offer something better or more than the Scott Peck workshops? Maybe this is something we can offer, which might also dovetail well with our financial needs. People have been excited by our regional networking events.

Thursday XE "Thursday " May 23, 1997 • Session 7 • 4:00-5:30 pm F: Tony R: Ben
FINANCE PLAN INTERIM:

Directory History and Presentation:

Presenter: Laird (graphics by Geoph) See handout in these minutes. Note: 1.1 means first printing of the first edition of Communities Directory, and 1.2 means second printing of first edition, and so on. 3.x means the third edition.

Unit profit numbers went up recently because overhead and things like that went down a little bit. We expect to sell all directories. 1.1 (first printing of first edition) was given to C-mag subscribers on a one time basis. We will sell 2500 copies of 2.2 (second printing of second edition):at \$20 and 5500 copies at \$25

We're digesting production costs. With current edition, 2 years down the road. We're basically even this year (treading water). We're poised to make about \$35,000 this year. We are now thinking about scheduling a new edition. But demand is expected to decay because the Dir is the rock of FIC reputation, and it relies on its accuracy and currency of information. We know some info is not good when books go to print. We are hesitant to let info drift into 1999 without being updated. The second edition sells to holders of first edition because the second edition has new articles plus updates. We are unlikely to sell 2.3 to holders of 2.1. We know this because of info from direct contact with customers (Laird and Alex have anecdotal experience on phone, etc.).

The committee recommends a delay of start for production of Directory 3.1. So, work would start in Oct. 98 with a production schedule to have books in hand March of 00.

Clarifying questions and answers:

We have looked at putting this info on the Web and this is a different conversation. The reason for the delay is it will look better re: concerns over borrowing money. We currently have 3,000 copies of 2.3. which are worth approx. \$6.3 unit profit.

Discussion

Velma: we need to consider long term service to our customers, going out of business would not serve them.

Jeff notes that Laird has changed position on 3.x production schedule and asks: Do you feel you've capitulated, or .. .? Laird: Dynamism etc. served by earlier schedule. Important to have unified condition with managers of the production project. Nervous about energetic meaning to delay. Moved by financial condition.

Elph: How much is it worth to us to delay customer satisfaction. Regardless of 3.x schedule, we will have to print 2.3 anyway. Make 10K on 2.3. Other factors? Change time cycle on 3.1, issue of borrowing money.

C-Mag advertising: Presenter: Laird

Announcement from the Editorial Review Board: Double advertising in the magazine. Diana showed good judgment over 3 years. ERB decided to support this, will monitor content and appropriateness.

Proportion of advertising/non advertising at 25% but 1/2 is self advertising. Double paid advertising.

Generating \$\$ for the FIC via Bookstores: Presenter: Alex

What if everybody made sure all bookstores and libraries in their area were carrying magazine and newsletter? I have put together packets making this very easy to do, with a how-to sheet,

list of bookstores in your area, and handouts and brochures for booksellers. Might suggest book signing or something like that. Talk to someone who is experienced and coherent about IC's. Approaching a bookstore is about 30 minutes of your time, \$60 to FIC in one year. Give copies of magazine at \$1.25. Buy a box of directories for \$240 + shipping, sell them and make \$10 for yourself. Alex at Twin Oaks. can make a custom list of stores in your area as necessary, she can also restock your packets. I strongly encourage you to do this, and have attempted to make this as easy as possible. If you promote at libraries, note that they pay \$10 more for a Dir. TASK Alex: condense this information to put in directory and C-MAG 1x per year so that readers can also promote Dir and Cmag sales in their area

Near Term Ideas: Presenter: Laird

Our goal is to identify ways to increase revenues in the near term. See other session for long term ideas. All who are not currently members of FIC, please consider membership.

Ideas presented include:

Magazine: Ad Sales, Subscriptions, Back Issues

Directory

Membership

Affinity sign-ups

People in the group now volunteer to do certain tasks.

TASK: Betty commits to finding people who are on the FIC affinity card who may be inactive and making sure they are aware we'd appreciate their use of the card.

TASK: Tree will ask the FEC Assembly how that group can support FIC, such as including affinity flyers, membership brochure in mailings.

TASK: Dan will ask Shannon to increase \$200 annual dues.

Geoph's idea: Can we get sponsors for the magazine. Communities receiving benefit and maybe others be sponsors. If interested in helping out, talk to Laird.

TASK: Harvey make sure that FIC info in conference packets for CSA. Tacoma WA 10-12 October community conference. Museum shop have exhibit including FIC info.

Who we're serving, then should be possible to solicit membership based on results of visioning process.

TASK: Caroline will solicit memberships at CSA conference.

TASK: Alex will solicit memberships at Twin Oaks Communities Conference.

TASK: Diana will reinstitute the ad in Cmag that offers back issues. Also add a Dir sale piece.

TASK: Laird - Consider advertising in New Age Journal, Utne Reader, Back Home and Harpers.

Not just bookstores - broaden to other retailers. (Laird - health food stores that sell magazines are one of our best retail venues)

TASK: Tree will bring FIC material to Society of Utopian Studies XE meeting in Memphis this year.

TASK: Ben will take FIC lit to CNRM gathering, to include membership and subscription solicitations.

TASK: Alex will ensure there is a fund-raising auction at TWIN OAKS. Communities Gathering in September.

TASK: All of us can tell people about the opportunity to buy a box of Directories at wholesale price and sell at retail prices (thus benefiting oneself and FIC). Call 540-894-5798 (Valerie and McCune at Twin Oaks) to arrange.

TASK: Geoph may create a vision statement on a card for coffee shops all over the country. He would need help from a designer (Paul?) and a budget. He will get approval from ERB.

TASK: Webweavers will make sure Affinity program is offered on web. Will work on this with Betty.

More ideas: Proposed benefit for membership. A list of products from communities. A percentage of community products go to FIC. The scale of this financial crisis can be managed by the people in this room pretty easily. Create a sheet inviting people to participate in various small tasks. Tithing concept. Asking people to put FIC in their wills. Ask members to be active on behalf of the FIC. Board members need to be sure to subscribe. Subscription renewal to expired subscribers, and communities in database who are not or never were subscribers. Solicitation for gift subscriptions. Change membership to \$25 (Membership cmtee is talking and will bring a proposal on Sat. am). Work with radio to put people (Laird, etc.) into talk shows, incorporate with tours.

Committee: to look at radio presentations: Jeff, Laird, Diana. Betty remembers issues from the past.

Session #8 • Friday, May 23 • 11:00 a.m. F: Tree; R: Laird

Opening led by Velma—Elph drew the Boar, reversed. Lost sense of direction? Madness and insight are closely allied.

RESTRUCTURING:

New Board: (Harvey) Following an apology for a paucity of nifty graphics (apology accepted), the Nom Cmtee reports having interviewed all potential candidates for Bd positions (bylaws allow for 6-15 positions). Interviewing included asking each individual about their level of FIC commitment in the next few years. In all cases, people on the recommended slate have agreed (albeit with some trepidation) to be available for the work expected.

Caroline, Elph, & Harvey have one year remaining on existing three-year terms. As all are willing to continue, no action is needed regarding them.

With this in mind, Nom Cmtee recommends the following slate, filling seven additional slots: Betty for a one-year term. Geoph, Paul, & Ira for two-year terms. Tree, Jillian, & Tony for three-year terms. The people newest to the organization are being recommended for the longest terms. It is expected that all subsequent Bd selections will be for full three-year terms.

As decided at The Farm, the associate Bd category has been laid down.

The cmtee explicitly considered various questions of balance (including gender, geography, age, urban/rural) and believe this slate to be the best possible at this time.

Following are candidate statements about personal reservations and caveats:

Betty: came to this mtg with a decision to drop Bd status, and unclear about continued involvement with FIC. Upon reflection, she's considering another year of Bd involvement, mainly to provide continuity. If accepted, she requests a one-week escape clause: by June 1 she'll either step down from the Bd or firmly commit for the year.

Geoph: only reservation is committing to being awake for the first session in the morning. Happy to accept the nomination.

Paul: hesitant because he knows the Bd is weighing the appropriateness of people being both Bd members and implementers. While drawn to serve on the Bd, he's also been active in providing design assistance for Cmag and other FIC literature. He's more comfortable serving knowing that Betty is leaning toward staying another year.

Ira: Harvey reports that in phone conversation two days prior, she was undecided about her appropriate role in FIC yet open to the possibility of continuing as a Bd member. With that opening, the Nom Cmtee felt strongly that her presence on the Bd was desirable.

Jillian: concern that her best role may be more on the implementation side. This concern is somewhat allayed by the one-year delay in starting Directory 3.1.

Tony: worries about the possibility of over-commitment. While excited about FIC work, he's also heavily involved in a forming cmty and expects to be involved in the emerging Ecovillage Network for the Americas.

Tree: also has concerns about over-commitment, yet excited to take the chance after lengthy conversations with Nom Cmtee.

AGREED: Slate approved as recommended.

Feedback to Nom Cmtee about its work.

> Isn't this Bd entirely composed of people who have already been involved? Where is the new blood?

> Dan is excited to move off the Bd and make room for others. He also notes that while many people continue involvement, their roles have changed significantly. Observes that new people are desirous of more experienced members being available to help mentor.

> No one from ecovillage or cohousing networks on this Bd.

> What is the long-range intent of Caroline, Harvey, and Elph vis-a-vis the FIC? Answers: Caroline has no intention of serving on the Bd past the expiration of her current term, which ends in spring 1998. Elph has reluctance about finishing his term, yet willing to; he expects to drop off next spring. Harvey is willing to finish the term, though with the explicit understanding that his availability is sharply limited in the next twelve months. He expects to have a thorough discussion next spring about involvement beyond the expiration of his current term.

> Nom Cmtee not only spoke with all known candidates about their personal interest in serving, they also developed a list of who might be appropriate down the road. At the same time, the cmtee did no work to develop candidates that did not already have a history of interest with the organization. Does that approach best serve the org? Should this cmtee be more pro-active in recruiting candidates?

> Concern that most candidates live rurally and four are income-sharing. Isn't this unbalanced and dangerous for serving our ecumenical mission? Can we afford to not have cohousing explicitly represented? There is room for Personnel Cmtee to be informed by this concern—possibly representatives from these under-represented segments can be drawn into FIC work in ways other than through Bd membership.

> Nom Cmtee reports that Lois and Zev told the cmtee they preferred not to serve as Bd members at this time. Perhaps the Nom Cmtee could have had more ongoing conversations with candidates, allowing for fuller possibilities of involvement to surface, or for people to change their mind after initial declining.

- > Having agreed to move toward a Bd that is value-focused and not implementation-focused, we may need to rethink how we recruit for filling Bd positions.
- > While FIC is well-connected to segments already represented, we may be missing major elements, such as urban cmties. We need to consider how to expand the circle.
- > In many organizations, the Bd are selected to improve access to resources (expertise and funding). Shouldn't we consider this as part of what we're looking for?

Human Resource Cluster: (Paul) This cluster was the single largest one in the reorganization plan, and most of its positions were unfilled last fall. Its structure needs fleshing out.

The Human Resources Development Cmtee focused on three major parts of this cluster:

Bd Nominating sub-cluster • The Nom Cmtee is the main piece here. In addition to proposing a slate to fill Bd positions and developing candidates, the Nom Cmtee has the role of proposing a slate to fill the Personnel Cmtee. It is noted that the work just done for selecting a new Bd was accomplished for the first time, and it's appropriate to examine how well this process served our needs before turning attention elsewhere.

FREEZER: Evaluating the new Bd nominating process.

Personnel sub-cluster • There are several roles here. The Personnel Cmtee aids the Bd in filling staff and cmtee positions. The Inreach Cmtee greets and channels new energy, matching individual skills with organizational needs. Mentoring and training are functions that belong here, but have no proposed structure at present.

The Ad Hoc Personnel Cmtee proposes that Inreach Cmtee include Dan, Jenny, and Tony.

Tony is unwilling to be considered for this cmtee until there is further discussion with him about what is involved.

AGREED: Dan and Jenny will be on Inreach Cmtee.

Mary Silva added to the list for consideration on the cmtee.

There is concern about how Personnel Cmtee will be filled in a regular way, and lack of clarity about its mandate.

Health & Wellness sub-cluster • The cmtee proposes striking a Health & Wellness Cmtee, which will take on the functions of ministry (laboring with people who are perceived to be in struggle with the organization) and conflict resolution. In addition, the cmtee proposes creating an Ombudsperson, who will be a free-agent listening ear and problem solver on an organizational level. The Ombudsperson will be a member of the Health & Wellness Cmtee.

Ad Hoc Personnel Cmtee proposes that Harvey, Geoph, and Ira be accepted for the Health & Wellness Cmtee. Harvey states that he believes that it'll work for him to do this because he won't be asked to focalize the cmtee and most of the work will occur in conjunction with Bd mtgs, which he expects to attend. More, it is work that he's naturally drawn toward.

AGREED: To impanel the Health & Wellness Cmtee, peopled by Harvey, Geoph, and Ira.

Loren is recommended for consideration. Betty is not willing to serve on the cmtee, yet is interested in helping the cmtee flesh out inter-relations within the Health & Wellness sub-cluster.

Personnel Cmtee recommends that Harvey serve as Ombudsman.

Concern raised that Harvey may be relied on too heavily in this capacity. Perhaps others should be developed for this.

Alex and Loren are recommended for consideration as Ombudsman.

AGREED: Harvey approved as Ombudsman.

Personnel Cmtee (Caroline) Personnel Cmtee cannot select itself, therefore it is selected by Nom Cmtee (which is the only function it has outside of considering how best to fill Bd positions.) Recommended format is five-person cmtee with three-year terms: two coming on in one year, two in the next, and one in the third. Openings will occur at the spring Organizational mtg, and the Bd should commit to filling slots at the earliest possible opportunity, so that their work during that Org mtg can begin immediately.

Current Ad Hoc Personnel Cmtee is Caroline, Harvey, Dan, Paul, Betty.

There is currently no recommendation about how the Personnel Cmtee will do its work to fill open slots in staff and cmtee, or what the limits of its authority are.

FREEZER: Determining the scope of the Personnel Cmtee's work and the limits of its authority. We need the Personnel Cmtee to get away from the awkward practice of people being nominated and accepted off the floor of plenary to fill staff and cmtee slots.

AGREED: The Standing Personnel Cmtee (as distinct from the Ad Hoc Personnel Cmtee) will be comprised of five people, selected for three-year terms, beginning and ending at the start of each spring Organizational Mtg. Terms will be staggered so that no more than two members will come off in a given year. The Nom Cmtee will be responsible for proposing a slate of candidates to fill the Personnel Cmtee.

AGREED: We will begin operating the Human Resource Cluster with the proposed working blueprint for the sub-clusters of Nom Cmtee, Personnel, & Health & Wellness.

Friday SESSION 9• MAY 23, 1997 • 2-3:30 F: Alex R: Jillian

FUNDRAISING: Presenter: Jeff G.

What does it mean to have a fundraising program?

Fundraising comes down to this quote--this is a visionary process.

"Development " Process

Focus on Vision

--Develop

--Clarify

--Express

--Match

--Encourage

--Plan

Build Relationships

--around shared visions

--different aspects

Money Follows

Integrity

Builds Dynamic Organization

--expanded membership

Price to Pay

--include new ideas

--moral issues

I spend half of a fundraising workshop talking about vision. What is it, how do you create it and express it. Fundraising is about vision and relationships. Those are the two areas we love, we're natural fundraisers. We need to have a vision and to learn how to express that vision, how to share it with others. A skill of fundraising is not only understanding what we're about but learning how to share it. In that shared vision we build relationships. It's not how you write the grant or ask for the gift, it's about engaging people around a sense of what you're about, touching them. You're not through when you have a vision until you have a plan about manifesting that vision.

Strategic Plan

- 3-5 years
- Goals
 - Broad
 - How you'll fulfill purpose/vision
- Objectives
 - Measurable
- Action Steps
 - who, what, when...
- Budgets
 - money
 - people
 - time
- Build in Fundraising
- Revisit
- Tailor appropriately
- "Internal" value

The most important part of this process is for us. Can we set up regional offices? How long would it take? etc. As we reach out to the public, we have to demonstrate how we plan to manifest that vision.

The three aspects of Prospects: people who 1-share our vision, 2-have some resources to help us, and 3-we can get to them. It's in getting to them that you make it or break it.

If we write a grant proposal, there will be 8 other good ones on their table. How will they choose? Because there's some other personal connection there. Maybe someone made a phone call, someone knew someone. Maybe you got turned down before, you made followup contact, you sent them something, you contacted them so they started a file on you, they have a relationship with you. We all do things based on personal contacts and relationships. A lot of our work is on identifying people who share that vision, and building relationships with them.

This is a process with tremendous integrity. I know it doesn't feel that way. We want to share our vision all the time. This is what I love to do. I love to talk about what I care about. I have to hold myself back. It's a process of seeing that we're about expressing our vision, bringing new people into agreement with our vision. It's not just people who have money, it's a dynamic process, a healthy alive process for any organization to be involved in.

Sometimes I talk to someone and their vision doesn't quite match, well then I refer them to others where there is a better match. Respect what others' visions are, hold onto your vision,

you will find a match. I believe there is a way to do this that holds to our deepest sense of values.

Development Steps:

Define Vision

- be able to express it
- how needs fit into vision

Build community Consensus

- rationale
- process
- their role

Identify Prospects

- individuals, foundations, corps
- capacity, interest, access
- start 'in house'

---there's lots of people, we've just barely started and I have 400 names. we have to learn how to do this better, with practice we get better.

Research

- Fundraising is 95 pct research, what do we learn so we know how to involve this person with us.
- Interests, goals, assets
- methods

Cultivate (this is what makes or breaks fundraising, spending the time, the care involved to welcome people, it brings in not only money but so much else, ideas, connections, that bring life and support)

- courtship
- newsletters, events, visits, etc.
- involve!
- foundations, corps

Solicit

-right cause, right timing, right person, right method, right amount. I've come to see that it does not matter as much as the cultivation.

Key Development Principles:

* 90-10: ninety percent of the amount donated comes from individuals, and of that 90 pct, 90 pct of that comes from 10 pct of those individuals. That doesn't necessarily mean you only go out and ask rich people, you can do a whole range of things, but keep these numbers in mind.

There are many groups who don't use this, who do mass mailings, etc., but it's a good piece of info to know when planning your strategy.

* people give to people, not organizations.

--relationships

--one on one. This is human beings, how things happen. Money gets raised in person, by sitting down, not by writing letters or making telephone calls. Especially larger gifts. My strong feeling is there's plenty of support out there. We just have not reached for it yet.

* friend raising before fund raising

* inside out

* graceful

--this is a graceful process, I love it. If it's not graceful I stop and look at it, what am I missing. This can be a part of who we are, it needs to be. It needs to be an outgrowth of who we are in order to work.

* perseverance furthers.

Questions:

Geoph: Jeff please say a sentence about implications for how long this takes, so we can weigh it with our money needs.

Jeff: I'd like to hold that off a bit, we need to talk about how do we proceed. Before then I'd like to see how people feel about this. You're the people that have the relationships. You're the people responsible.

Finance Committee Perspective (Velma)

The Finance cmtee met with JeffG. we realized that fundraising is not necessarily a Finance cmtee function, but for now there's nowhere else for it to go. From a financial point of view we think fundraising would be a good idea. There are all kinds of values issues we did not take up, but we do have some specific ideas and recommendations that can come up later in this mtg if the board feels this is a direction they want to go.

Discussion of Issues

The impediment is a group like us with our hearts on our sleeves and we go to people who in our ideal world wouldn't have all that money. I know lots and lots of rich people who live in intentional communities and are quiet about it. Out of these conversations interesting attitudes come up. We're not looking for the bastards, we're looking for the good ones. I had some of these reservations. At the Farm we had a workshop about fundraising that helped many of us work through them.

There's an east coast group that puts out a newsletter to folks that have wealth and want to use it for social change. It is not necessarily a cultural break. Jeff your comment about how we dress, how does that relate to the people that we're trying to reach, and how we look. What does dress for success mean for us?

Jeff: Sometimes I don't have simple answers. Maybe sometimes we would go and get a suit, maybe other times we would not. We need to experiment, play with this, see what happens. I have my three piece suit out in my car.

Dan: I get a lot of compliments on my shirt, and it is not even designed to accept a tie, so there could be ways to look at how do we bridge, how do we not look hungry without wearing a three piece suit?

Geoph: In 1978 we decided to buy a house, we had 300 dollars in the bank and in three months we had all the money we needed to buy the house. I've never really asked for money for the fellowship. But looking at Jeff's plan I realize that's what we did then, and it happened. I would like for us to consider if we're comfortable with this or not, I'd be amazed if we were not, I hope that I can feel blessed by the board to do it.

Betty: There are all kinds of ways to get support, I can be in this group for five years because of the friendships and support I have, they are not necessarily supporting the fellowship but it allows me to participate.

Bill: I think this has some correlation with Sunrise, how in the alternative lifestyle movement we really feel about money. We say with one hand yes we love to receive this and at other levels we're not so sure. If the money does come we have the responsibility to care for it. There are many people at Sunrise who do not want to be successful, they are fucking afraid of it. It's been around for thousands of years. We are a team, it has to be collective, Jeff is not going to do this for us. Whatever you agree on will happen. It would be good in this setting to hear and talk about issues people have.

Velma: I have a lot of reservations about asking for money, about giving my time to people just for their money. It would be nice for me if I shared more pieces of my life with others in my life, like sending an FIC brochure out with my Christmas cards.

Brad: If we're conflicted about this as individuals or group, it seems it will fail, so we need to get those issues out.

Hank: I see these things as internal conflict, both sides at once. The folks who are our friends and who may have money have that same problem. So you have to figure out how to talk about it. Getting more comfort within yourself about how to talk about it will help when talking with others, getting them to feel more comfortable.

Tony: To address what Bill said. People talk about power, power corrupts. I think we all have varying senses of egalitarianism and are wary of power and ego, and money is very related to power, and we have a fear that money corrupts. I think that's a basis for fear, that money may corrupt us, change our values and our ways. I have a fear wanting money for the sake of money and not for the tool that money is for us to achieve our vision. As long as we hold that in our hearts, that just as our time is embroiled energy towards that vision so is money, and not an end unto itself.

Tree: There's all different pieces of that inside me, I liked what Tony and Hank said. I come out of this income sharing cmt. My father's side had middle class level income, my mother's side had lots of money and I saw them fight over it. I have negative associations. On the other hand I see all the positive things, I like to communicate with people about my passions. I asked a friend to help me pay for this trip, and they said yes. Those are a couple pieces, there are many more. I have ambivalence.

Caroline: We need to get that phrase right, it's the LOVE of power that corrupts, it's not the power. I think we miss that when we internalize that quote. We don't put in the first part. What we're loving is what motivates us. If we say that the love of FIC motivates us, then the use of the power to collect the money in order that our love can be made manifest seems to be right on. If we get into the position that we want so much power and so much money that's out of perspective then we're in trouble, that's the opposite of what I hear implicit in our mission statement.

John: I'm really excited this is being broached. There's a lot of internal conflicts in me. I feel like this can be, should be, an ongoing discussion. We can come back to it, don't try to resolve it in one afternoon or a year, it's going to be up again and again. As a group we can progress. It's enormous and exciting.

Harvey: I was blown away by Jeff's presentation at the Farm. It was the first one I'd seen that emphasized the integrity of the process. We've been doing the same work with smaller numbers after the dollar signs, when we ask for membership, etc. A different degree. Challenge of flaunting ourselves and being real to people who might be put off if we're too strong at the start.

You work with people to bring them into your reality. To me the question is not should we do this or not and do we have attitudes about money, we all have attitudes about money. How do we continue the process of doing this organization with integrity as we go into this area. I think we've had lots of practice and am not worried. I might add that if we got a \$2 million grant I would be worried. We need to proceed in an organic manner so we don't go beyond our ability to deal with our success as it comes in.

Al: I agree with Caroline, and I think the quote is it tends to corrupt. Have you considered doing this on the web? Elph: We have.

Geoph: Part of my excitement was seeing how getting clear on this opens up energy to get money. And that really addresses one of our ongoing things about dealing with stress and burnout, people can get life support for doing what they have passion about. I have friends that have been involved in nonprofits that fell apart when they got windfall money. So I'm nervous. But I also think they didn't have clarity about their vision. So I'm relying on our vision and our personal process and connections but am still nervous.

Paul: I want to name where we are and where I am, as someone who's a paid staff. I don't know where I got the vibes but I feel guilty receiving the money for the work. Especially when the financial statements come out. I feel like I should have volunteered. I'm getting this somewhere. So this whole notion of recognizing the need to be a sustainable organization is important, I can't continue to give myself away.

Geoph: What Paul said struck something in me. My sense of a lot of us is we love our work and we have that vision but are reluctant to take more than our share from a group that's strapped. But the picture changes when we're better funded.

Paul: The other part of it is, well if I was living in an income sharing community I wouldn't need so much money from FIC. That's there too. So much of the foundation of this org has that value system. I love and appreciate it but it is not where I am.

Laura: I was born into a poverty stricken family and decided to get out of that at 53. It can be done. It's important, when you're in a situation of all volunteer, not to end up with a scarcity or survival consciousness because then money will never come. We were all so careful for so long. There's more than enough money to go around but it does not come to people who are not open to it. Important to stay prosperous in consciousness.

Brad: If people are concerned if we got a 2 million grant, one way of addressing that concern is to begin sooner with smaller ones, so five years down the road getting a lot of money would be OK.

Alex: I hear an appreciation to be open to money and to investigate our relationship to money.

How we Proceed: Finance Cmtee recommendations: (Laird)

As Velma said, Finance cmtee is dealing with this for the moment since there's no other place for it. So we considered and have a specific recommendation. So we want to ask for the empanelment of a Development committee, the selection of which would be done by the Personnel cmtee.

We recommend a minimum of 2 and preference for 3, in addition to Jeff G.

We ask for authority from the board that the Development cmtee consider soliciting short term for funds to develop the overall plan of fundraising. That would include a salary for an administrator person, quarter or half time. The members of the cmtee would need to meet at

least once, Bill is volunteering Sunrise at no cost. The Personnel cmtee could meet at this meeting, and the Development cmtee could meet here and start developing a plan.

Recommendations for who is chosen to be on the Development cmtee,

-need people skilled at strategic planning, that have an understanding of relationships, these people might be going out and doing the contacting

- minimum commitment of ten hours a month, perhaps a burst at the start

- need a business sense, a familiarity with financial planning, comfortable with money

- need to be able to articulate FIC vision

- perhaps each person doesn't have to have all of those skills, but these skills all need to be well represented.

The Finance cmtee is available to discuss with the Personnel cmtee the roles of the Development cmtee and requirements for those who serve on it. We saw a range of roles in there, but we wanted the cmtee to be empowered to pursue that direction, of raising money to fund a fundraising plan. Having someone as an administrator seemed crucial.

Jeff: I want to share more info, about my situation and the process. If we look at the steps we talked about, we need to look at who is out there. There's some work at identifying our prospects, talking to people, getting info, getting a realistic picture. We need to make a plan about how to cultivate, how to develop our relationships. That's a large amount of work, these are human beings. A lot of info to be gathered, planning, following up. Then we have to make up a plan of attack based on goals. Do we want to raise 20000? There's a large amount of planning and follow up and quality work, so I wanted to make sure people understand. I'm not in a position that I can spend half my time this next year doing that. I don't think that's how I best serve. I can help in the creation, formation, training, evaluation. I can share what I have learned, and that's what I'm committed to doing. I wanted to clarify my role in this process. How do we do this? Everyone is already busy, do we just toss this in on top of it all? Perhaps people can see that helping a small amount now can have a huge effect later.

AGREED: The Personnel cmtee will select a Development cmtee, in consultation with the Finance committee. The Personnel cmtee does not have to bring its nominees before the board for approval, it can appoint the Development cmtee.

Caroline: This is not to be taken as a precedent.

Names from the floor: Laird, Betty, Tony, Bill

Velma: We're also looking for a staff person, a Development coordinator, to work for the Development cmtee.

Caroline: Don't put the cart before the horse, about setting up a staff person. The Executive cmtee between these meetings should consider this and not try to rush through it.

Velma: We had asked that the Development cmtee be able to move forward with getting a staff person.

Caroline: I'm not comfortable with that.

Laird: Is it enough if the Executive cmtee had to approve the wish of the Development cmtee.

Caroline : Yes that would be enough, I feel like we're on a roll and feel like I need to say whoa.

AGREED: The Development cmtee can proceed to devise and implement a plan to start fundraising.

AGREED: if the Development cmtee wants to hire a Development coordinator they have to get the approval of the Executive cmtee, does not have to be the full board and can therefore proceed before the next board meeting.

Velma: And please note that no staff can be hired without funds to hire them, and I'd like to look further outward at who a Development coordinator person might be, we had some discussion about Laird possibly not being the appropriate person.

FRIDAY, SESSION #10• MAY date, 1997 • 4:00 PM F: Alex R: Betty

FINANCE POTPOURRI

Finance cmtee make-up: [Velma] Currently meeting - Bill, Laird, Tony, Velma and Geoph have been joined by Elph and Jillian

Suggestions for makeup of finance: none came from the floor.

Personnel committee will come back with selection of Finance committee before this morning.

Long range: Finance has not sat to consider all the figures that have been accumulated at this meeting to come up with a long range proposal. They will try to meet here, but by the next meeting will have a longer term proposal of how to retire debt.

1997 Budget: [Bill]

We approved the 97 budget in Tenn. meeting. The numbers are beginning to give a more refined picture. This budget shows a projected budget of \$26,450. Good news is that at the quarterly, we had projected a significant deficit and we showed \$700 in the black. At this point, there is no way to predict the rest of the year. There are too many variables. You will have the data much sooner with the new computer programs being used. Next meeting will have the 6 month data available to make more informed decisions. This budget does not include any expenses which might be incurred by the development committee. How does this cmtee deal with this? We need to proceed very cautiously. Use trailer insurance money which may not need to be spent.

Can some of the variables bring us to an \$11,000 debt? Extreme best case scenario is that we might have a cash flow of a small income over expenses. There is concern that it is not realistic to even assume.

What kind of funds would a development process need in the next 6 months? At least \$2000.

The biggest difference in this budget and the Farm budget reflects a change in budgeting income, especially Directory.

This budget doesn't show the Cmag deficit. Why? Numbers are soft because of distributor sales. Contract labor has some attributed to cmag and they are not assigned to Cmag in this budget.

TASK: Laird. Office and other work centers. Track the labor allocation to Dir and Cmag for a week and predict it out. Tony did not feel he could promise that could be done right away.

Contact Caroline for suggestions about how it was done at Alpha.

Membership should be able to = last year's at \$6500 rather than \$3600.

Interest expense goes to FEC. What about using our loan funds?

Meeting expenses for last year was \$6000. here they are listed as \$1000. Why? Hopefully this is a place where we could gain. The extra listed in the fall is to cover interim meeting.

Less phone from last year reflects the Free Friday plan we are on.

Proposed: The income from Affinity is allocated to Fundraising effort.

We each need to think between now and morning of ways we might be able to front money for the Development cmtee seed funding.

Is the benefit that we have seen in the first quarter - is it because of switching from a cash accounting system to an accrual? Probably not. This report only shows activity during this period.

Contract labor for Cmag is folded into Cmag expenses. Contract labor is for Sandhill, Twin Oaks, Skyhouse, not Cmag.

Debt to Sandhill: [Tony]

We have not paid for labor at Sandhill \$11000 or Twin Oaks for \$9000 in the past year. Sandhill was paid for 5 months out of 12 and \$1500 for bulk mail in 96. For this year an additional \$4000 for a total of \$11000. Twin Oak debt is \$9000. Sandhill sent a letter of concern requesting that the debt be shared by more of the movement (in board packet for this meeting).

Suggestion: That we stay current for this year's labor, and we prioritize this debt over the debt to FEC/PEACH. And request that TO and Sandhill convert these debts to a loan with or without interest.

We suggest the possibility that we solicit other loans to share the debt more broadly in the movement. We commit to having a long term plan of how to retire this debt by the fall meeting. There has been notification to PEACH and passive approval, but not formal approval. One board member was distressed to get this letter in the mail and felt it should have gone to the finance cmtee rather than board. The board did not have the information and no way to deal with it.

Concern about the prioritizing of loan repayment, which is a small piece, without looking at the whole picture. For example, there are some who feel that they cannot be on the board because they cannot pay to attend meetings and how does this fit into our priorities? We are deciding to put this at the top without looking at other considerations.

This situation is a reflection that we do not respect people's contributions. To turn payment into a loan is not how to keep organizational integrity with ourselves. We need to send people from our board to sit down and talk with them and deal with this at that level. We are taking advantage of other people and this is not fair.

People went to talk with Sandhill at the start of this process with moving the office there, and it seems appropriate to go there now.

Want to pay them immediately, but this is only a part of a bigger part of our finances that no one has a clear picture nor a clear line of priorities.

Laird made a prioritizing decision to not pay TO and Sandhill, and that decision cannot be in his lap. For his protection, he needs direction of prioritization.

Work with Laird to have more involvement from others before making these decisions. His priority is to pay all bills to companies, individuals who depend on this money for their work, then work done in income sharing communities. There is not agreement on the finance cmtee with these priorities.

TASK: the finance cmtee will work with the larger picture of priorities of expenses. We need more info about which expenses can be deferred.

If we can show Sandhill and TO that we are making movement to turn this around, Laird's feeling, from conversations with them, is that they would have patience for a bit longer to hold this debt.

There has been a loss of trust and angst about this with Sandhill and TO and they never agreed to have a debt and their checks did not come. Laird prioritized by not sending the checks.

TASK: Finance cmtee. create a budget line item for 97, prioritize the items to pay off in the coming years, and come up with a proposal to remove Laird from the conflict of interest situation he finds himself in.

Two suggestions: make our budget balanced and in a ritual, we make pledges of how we can each contribute/raise.

TASK: Geoph makes a personal commitment to raise \$2000 by next board meeting, and an additional \$1000 by the end of the year. If he does not raise it, he will donate it. Dan Q matched this commitment.

New Board: (committee) Meeting; • May 24, 1997 • 9-10:30AM

F: (none) R: Tony

Executive Committee

Three people plus secretary. Restructuring Cmtee recommends three year term with rotation so first people are on for 1, 2, 3 years. Role: See Restructuring packet. Experience dictates that they would probably need to stay late for a day or two at Bd mtg. Some or all members would probably have to show up early. How much time they need will have to evolve as their roles evolve. We should decide whether we would pay for their early and late staying days? This could amount to only a few hundred dollars.

AGREED: We will budget for the EC to come early and stay late, a few hundred dollars.

Who will serve on EC? Harvey - No way; Tony - Finance cmtee taking a lot of time. Trying very hard not to get on a lot of cmtees; Paul - Thesis for next 6 months. Better not now. Certainly consider it later. If not enough people, may consider it. Would focus on helping that cmtee delegate its tasks; Tree - Acorn, FEC, self also high priorities. Worried about taking this big step when still adjusting to being on board at all; Jillian - Not sure if experienced enough. Not sure if has skills. Fears of dumping on that cmtee. Not sure if in touch enough with what's going on; Elph - Great way to round out my last year. Would increase the chance that it would be my last year. Finish with a bang; Geoph - Finance cmtee issues. Fundraising and other stuff too. Not sure if it's a good choice. Full plates; Caroline - Less on plate than I ever have had. Only 1 more year here though; Betty - Still possible resign next week from Bd. Doesn't seem appropriate.

AGREED: Executive Cmtee: Elph - 1 year, Caroline - 1 year, Geoph - 2 years. We could change things in fall (e.g. maybe add Paul) and will try to set up better rotation next spring.

Executive Committee: Elph, Caroline, Geoph

TASK: Elph create exec@ic.org.

Oversight Committee

Executive plus treasurer, secretary and 1 person from Humyn Resources cluster. Let Humyn Resources designate their representative.

TASK: Humyn Resources designate representative to Oversight Cmtee. Take email into account.

FREEZER: Electronic communication of new bd and cmtee.

Next Meeting Site:

Bill has suggested Sunrise for mtg and conference at Sunrise around November 17th. Has offered a cheap deal.

Other possibilities include: Arcosanti for next May but no work on that so far. Could go east in fall - like Amana or Kimberton Hills in PA. Previous sites would probably give us better deals. We could probably make money at a regional event at Sunrise. Lost Valley has invited us. Amana would not be easy for us to run a conference. Shannon would work for a cheap bd mtg but not a big conference (Twin Oaks fills that need with Labor Day conference). Is a regional conference what we want to do at this next one?

Proposed: Meeting at Sunrise with regional gathering. May not be the best site but is easiest. Seems to be energy for regional gathering if the site is easy to coordinate and Jenny is supported with people to help her. Alex has personal interest in organizing a regional event. Colorado is not in the east and is a very active area with stuff going on. Maybe lots of interest or may be saturation. General feeling like we are not at saturation. Sirius may be another possibility with new conference center. Noted that this would be Emissary again. Need to create an active site cmtee. Jenny would do regional gathering or bd mtg but not both. Rate would be \$22/day for room and board per person for org meeting. Space for 15 in dorms at \$15/day. Doesn't seem much cheaper than other places.

AGREED: Meeting at Sunrise in November (Monday 17th to 23rd ish, dates to be firmed up later). Regional gathering with logistics to be set up, weekend of Nov 22-23. Bd mtg ahead of conference on weekend. Site cmtee will set up and organize regional gathering in consultation with EC. There are Board level issues involved in setting up the mtg and conference.

TASK: Geoph makes a map listing where we've held meetings and where we might go for future use.

TASK: Personnel cmtee needs to create a strong site cmtee to deal with next meeting and developing future ones.

Caroline volunteers to be on site cmtee. Jenny and Alex are possibilities too.

Liaison:

7 of 9 clusters have existing cmtees. Remember that this whole cluster structure is not actually approved yet.

TASK: ALL. In next 30 days think about what liaison roles you might have and put your ideas up on email. Officially assign them at next mtg.

TASK: Caroline will give Geoph Jim Cairn's real email address so that they can work together to get Caroline set up on regular email.

TASK: Later committee needs to spread the minutes into other computers and floppy disks so that there are easily findable copies.

Saturday SESSION #11 • MAY 24, 1997 • 11am-12:30pm F: Tree R: Alex

Opening reflection: like a turtle on its back, many of us have felt ineffective and flailing. But with each other's help we move on. The card drawn is blank.

REPORT FROM NEW BOARD: (Harvey)

New executive committee: The new board picked them this morning. They are a group of three people who do set up and clean up for meetings and make board level decisions when the board can not meet. For one year: Elph and Caroline. For two years: Geoph. We are developing replacement energy.

Oversight committee: Includes Secretary: Laird, Treasurer: Bill, and one rep from the Human Resources Committee. The board is now asking them to establish this person by next meeting. The other three members are the Exec. Committee. This is not an implementation group. These two new groups (EC and OC) now completes the transfer recommended by the Restructuring Committee of the Administrative Committee duties.

AGREEMENT: The AC is now laid down. Clapping and appreciation.

Next meeting: At Sunrise. Conference on Nov 22-23. Meeting dates 17-20

Names for site committee to be considered by personnel committee: Alex, Caroline, Dan Nealand, Ben. This is an on-going committee. People who might want to work on Sunrise Conference: Alex, John. Committee will work in consultation with Exec Committee. Please include co-housing and other groups.

TASK: Diana see committee re: press kits.

PERSONNEL COMMITTEE REPORT: Betty

Finance committee nomination: Laird and Bill must be on it because they are Sec and Treasurer.. Velma, Geoph and Tony are also on it.

AGREEMENT: We approve this five person committee.

FINANCE COMMITTEE REPORT: Velma

Attachment: new 1997 budget from Bill. Plan to be more rigorous in spending less and reevaluated the estimated costs, many of which were too high. We reduced the discrepancy to approx. \$5000 by cutting various areas. Took \$5000 off of Dir income. Added \$2000 to membership income. Raised Affinity. Reduced ad expenses--we feel it is reasonable to advertise less this year. Reduced contract labor because we will be able to do less and TO is already doing less and we will sell fewer Dirs. \$5000 Less meeting costs due to reality of this meeting and plan to spend less in fall. Felt postage and shipping had been estimated too high by \$5000. Cut the \$500 that was added to spend on Development in 2nd, 3rd and 4h qtrs. Meetings costs will be lower because Bill donated meeting space and Diana will be able to walk. They decided not to show the \$4000 pledged by Dan and Geoph. Geoph still takes his pledge seriously and \$187 was already donated by Diane Brause.

Discussion: The contract labor is all on its own line, and is not represented as a Cmag expense. Are these numbers really watched? This year, unlike in the past, they will be able to look at #s more regularly. We need to learn fiscal responsibility and budgeting. Appreciate work of finance committee, especially in early morning. Some discomfort with decreasing advertising.

Board sees Finance Committee as having leeway to shift things in between meetings. Any money brought in after bills have been paid will be used to pay off debts.

TASK: Finance committee will send quarterly fiscal reports to board.

Travel Money: Dan proposes that payment of travel reimbursement be held off for this meeting or deferred to next year. It's hard for him to say this. This will help us face the staff to whom we are in debt. Some people joined the board with the agreement that there would not be out of pocket expenses. The proposal assumes that we all have the same access to money. We have already agreed to reimburse \$1000 of Farm meeting costs. Since we have committed, we owe it and should pay it. Some of us think that we decided at the Farm not to reimburse for this trip. Others do not think we decided that. Some who support Dan's idea think we should not remove travel funding but should encourage people to pay their own way. Nominating committee told people travel money would be available.

This has been the beginning of a conversation, and we will lay over for the afternoon. Another, larger issue surfacing here is how we take care of ourselves even as we do service in the world, and we need to talk about this some time.

Debt to Sandhill (SH) and Twin Oaks (TO); Finance committee took recommendations from yesterday's discussion. Yesterday they were asked for a prioritization list. They expect to be able to pay SH and TO on time this year, but if unforeseen difficulties arise, they identified some things that could be deferred in order to keep current with SH and TO labor obligations in the coming months: interest on the loan, office reimbursements to Velma, travel reimbursements. They did not feel other things could be deferred.

Discussion: Caroline feels comfortable with the Finance committee riding herd on the just-approved 1997 budget and is fine with quarterly reports just going to the Exec Committee. She thinks that the Finance Committee should handle things if all is well; if the debt is deepening, then Finance committee needs to report. Elph would like to evolve to a place in a few years in which we do not micro-manage. To do so, we need better definition of Finance Committee roles. Harvey proposes that we take out a loan if we can't pay and if they aren't willing to make a loan. He points out that the prioritization lists were a way to get Laird off the hook. Harvey thinks a loan would be a board level decision; Velma is not sure; general disagreement in the room. Laird thinks a loan would need to go by the Devel Committee. The Finance committee can consider taking out a loan to pay SH and TO if they see fit. They must get Exec Committee approval.

The rest of the proposal for how to deal with the rest of the debt. Finance committee hopes our situation will improve. We hope that the organization will continue to take this seriously, so we expect to chip away at past debt as fast as possible. Throughout this board meeting we have exhibited that we take the debt seriously and we can write a letter to SH and TO saying that. We will offer that the debt could stay in the payables or turned into a loan.

We may want to send someone or make a call. SH did ask us to spread the debt. Dan suggests that we send a copy of the letter to SH and TO to other Charlottesville area cmties and ask them to lend some money. Velma would rather just ask the communities who have a rep present. Dan would like to ask TO and SH how they feel about his idea and Velma is agreeable but hopes it will be a mute point. Many present feel uncomfortable incurring debt to more communities. If we don't pay current by Nov. maybe we could promise to consider asking other cmties. Betty feels fine that we are considering many of their suggestions and others and can

answer without giving them all they asked for. Tree points out that the movement is not just committees but is people that can donate. Elph feels we need to pay these debts at all costs. AGREEMENT: The Finance committee will write a letter and follow up with phone call or visit that says that we have received letter, we are sorry, we are taking situation very seriously, we have reason to believe we can stay current this year and we have spent much time creating plans to balance our budget and we hope to be able to begin to pay off the debt this year. We recognize the high priority of developing a financial plan that gets us out of debt. (Dan stands aside with goodwill because he reads their letter to ask for the debt to be carried more broadly in the movement and feels we are not acting on that.)

Harvey offers this insight: we have a cash-flow crunch. This budget does not show that we are spending our capital. We should not think we have solved our problem by balancing the budget. We need to accumulate money to pay for the printing bill for 2.3.

Laird, as the person who writes the checks, feels still in an awkward position. If he needs to write checks and doesn't have sufficient cash, who must he consult? He doesn't have clarity. We have never really had a properly functioning Finance Committee. With computers and spread sheets we now have more info than ever before. Caroline, as a board member, needs a place for Laird to check when he can't pay easily. We need a spread of accountability, and this would start that. Yet, we do not have values guidance for the Finance Committee set yet. So, she thinks that until then, we need them also to check with the Exec Committee.

AGREEMENT: Finance Committee will give guidance to Laird when he requests. FC will consult with EC if they have further questions. This needs to be more diligent now than we expect in future.

A problem could be that he won't be able to pay anyone while he is trying to get guidance. He has experienced much messiness with consulting five people who live in five places.

Laird will handle day to day finances. When he can't pay a bill, he will consult Finance Committee. FC will consult EC on values questions. Systems may be implemented to prevent many case by case issues.

We acknowledge that this was a difficult session and that many values questions will continue over the years.

Saturday May 24 • Session 12 • 2:00-3:30 pm F: Alex; R: Laird

PERSONNEL CMTEE: (Jillian) Nom Cmtee proposes Jenny, Paul, Caroline, Betty, & Dan. Betty withdraws her name from consideration.

AGREED: To impanel the Standing Personnel Cmtee with Jenny, Dan, Caroline, and Dan. This leaves one vacancy, and does not determine the length of terms for these cmtee members. A consequence of this action is that the Ad Hoc Personnel Cmtee is now laid down. XE ""

MEMBERSHIP CMTEE: (Harvey) While recognizing that the cmtee did not have a thorough discussion of the role of the Newsletter, the Cmtee proposes that the Newsletter be continued on an interim basis as a simple two-side letter from FIC to the membership following each org mtg. Tony has agreed to edit this letter, submitting it to a two-person review group designated by the Bd for review before dissemination. The understanding will be that the ltr can go forward in the absence of comment from the review team if they do not respond in a timely manner.

Concern is raised about whether this stop-gap will diminish focus on revitalizing the Newsletter altogether. Overall consideration of the Newsletter should dovetail with the work of the Development Cmtee. There is concern raised about how Cmag does, can, or should serve this function.

FREEZER: The Bd has work to do about clarifying the role of membership, and what is wanted from it.

There has been work done to regularize membership renewals, rationalize fees, and create a solicitation program. The most recent thinking about members is that they should be in a support (rather than decision-making) relationship to the organization.

FREEZER: To what extent does the magazine serve as the mouthpiece for FIC.

TASK: Development Cmtee will take up the matter of the long-term issues around what is desired from the Newsletter and from membership.

AGREED: To accept the cmtee's proposal as stated above, with the understanding that ERB be the review body for the two-page version of the Newsletter, with a time frame for response negotiated between ERB and Tony.

TASK: Betty will direct all cmtly newsletters she is now receiving to be forwarded to Diana.

Membership Cmtee asks for authority to raise membership fees modestly, from \$20 to \$25 for small cmties.

Question raised about whether the Bd should be discussing the existence of a Newsletter and membership fees at all. Is this micro-managing?

FREEZER: There will be a discussion about clusters at the next Bd mtg to make clearer how items can/should be delegated.

AGREED: The Membership Cmtee has authority to raise fees for membership by a modest amount.

Membership Cmtee asks for authority to offer discounts—up to 10%—on FIC products and services as a benefit for regular membership. Deeper discounts may be offered members who contribute beyond the minimum.

AGREED: Authority to offer discounts to members as requested above. Additional discounts and benefits for people donating above the minimum are at the discretion of the cmtee.

.RESTRUCTURING CMTEE: (Harvey) A lot of progress has been made in implementing the Restructuring Cmtee's proposals. Nonetheless, all work is not complete and the cmtee requests an extension of its charter, to exist for an additional six months. In that time, the cmtee will refine the cluster model, including a detailed recommendation on how work will be divided among cmtees and the Bd, and the inter-relations of the clusters.

AGREED: That the Restructuring Cmtee continue for six more months, to complete the work outlined above.

Concern raised that we are concretizing the model proposed by the Restructuring Cmtee without discussing the full implications of this arrangement.

TASK: Restructuring Cmtee will circulate the most up-to-date version of the cluster model to all Bd and imps. They are requested to offer overall feedback on this model, funneling their responses back to Restructuring. In turn, Restructuring Cmtee will summarize the comments and identify what questions need attention at the fall Org mtg.

Explicit request made that the Bd prioritize full consideration of Restructuring Cmtee recommendations at next fall's Org mtg.

FINANCIAL COMMITMENT: (Velma) Want to continue work on financial planning, with appropriate sensitivity. While some have been inspired by the need and deserving nature of supporting FIC, there is concern that people may not be in the same place on this, and may feel unwelcome pressure to follow along when others offer personal pledges. Feels the financial need is serious enough to do something about soliciting personal commitments, though not certain about the best course.

Geoph shares his new-found sense that asking for money does not require anything more than working with people we already know. For Jeff, Geoph's pledge was the most significant step he's seen taken during the mtg. We need to own the problem and be ready to take action to solve it.

Can we accept money that is designated for a specific purpose (Audrey, for example, does not want to see her money used to finance travel to exotic cmties)? Are we interested in considering matching funds? Audrey is open to exploring these possibilities with us, with the understanding that any money she pledged wouldn't be available until December.

AGREED: To impanel a Development Committee, comprised of Jeff, Betty, Laird, & Tony. Because of the lateness in the mtg (only one session left after this), and the pressing need for this work to continue, the Bd agreed to suspend without precedent the established protocol of referring the names of the proposed cmtee members to Personnel and hearing that cmtee's recommendation before making a decision.

Dan Nealand has some ideas for the Development Cmtee.

Audrey suggests distributing literature in health food stores.

What are individuals at this mtg willing to do to help with the financial crisis?

Betty will organize a mailing to all past Affinity participants, trying to lure them back. If anyone here is interested in switching to Affinity (much encouraged!), she'll explain how to make that happen and personally pay any switching fee beyond \$5.

Diana will scour the bookstores in her area to carry the Directory and magazine.

Diana offers to not come to Bd mtgs to save money on her travel.

Diana will sell ads for Cmag like a madwoman.

Jeff is available to talk with anyone about how to identify and respectfully approach potential financial supporters.

Dan Nealand will investigate the Bay Area for putting on a benefit concert for FIC. He's willing to help find advertisers for Cmag.

Geoph willing to earmark for FIC a percentage of income from future video sales.

Harvey willing to serve as an auctioneer for a benefit auction at Sunrise.

Tree spoke with Ira about her willingness to organize a large regional celebration as early as summer 1998. Tree is willing to help with that. Miaya also willing to help.

Miaya willing to help organize a continental Celebration in 2003. John Wells willing to help with that as well.

Diana Malsky willing to help create a family of learning products and seminars for cmtly seekers.

Geoph willing to work with Paul to develop FIC cards to place in coffeehouses, bookstores, alternatives centers, etc.

Brad willing to canvass Vancouver area bookstores and libraries for carrying FIC publications.

Velma will finish getting a membership renewal series in place. Will run our entire database through an address correction program to reduce errors, and gift four Cmag subscriptions. Will

talk to 20 friends about FIC and approach at least four bookstores about carrying our publications.

Dan will donate \$25 to help fund the Development Cmtee.

Tree willing to continue talking about and distributing literature for cmty and FIC wherever she goes.

SATURDAY SESSION #13 • MAY 24, 1997 • 4pm F: Caroline R: Geoph

Revisit Vision Statement: [Paul]

Paul affirms that some of our visioning work has already been embedded in our work on the financial issues. The Vision Committee between sessions did more tweaking on the Mission Statement:

We envision a 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 sustainable culture and just society.

Community is the recognition of the fundamental interconnectedness of all beings, which when acknowledged and embraced naturally give rise to joyful, nourishing, healing relationships.

Comments:

xxxx: This is better than anything we've had before, but still lacks some specific images.

Harvey: This mission statement tugs at my heart, but doesn't yet make it sing.

xxxx: The definition is really good, but too broad.

Elph: I love it! All those commas work for me

Tree: Too many commas, the words aren't passionate enough, but it's a great concept.

Hank: I don't agree with the definition parts

Marty: First paragraph has too much cultural bias (skills, structures, etc. in other parts of the world are different from ours); the definition is more of a universal statement. I would reverse the paragraphs.

Don: we understand these definitions, but the average person on the street won't understand it.

John/Jack: likes it overall. the phrase "who desire it" is incorrect.

Audrey: "All beings" is too broad; would say "all humanity."

Diana C: other phrases would help define: closeness, trust, etc.

Diana M: "We envision a world where the skills, structures, and wisdom of community are recognized as basic building blocks of sustainable culture and just society."

Jillian: The vision is for us -- the mission statement is where this clarity needs to come.

Loren: Wants something about the sanctity of the individual.

Dan: Likes Diana M's suggestion for paragraph #1; for paragraph #2 we've done past work on "descriptions" of community which is broader and addresses the identity question.

Nathaniel: having the vision statement more explicitly defined would help. I don't know what the right words are, but they should speak to intentionality and sustainability.

Al proposes : "We envision a world in which most of its human inhabitants have organized themselves into families, communities of such inspiring and joyful spiritual quality that they serve as structural foundations for truly just, humane, and sustainable life on this precious earth."

Hank: Echoes the idea of getting rid of a piece of the first paragraph (re the vision drawing us forward) and that we need more emphasis on "joy." Get rid of the definition.

Harvey: The state of the second paragraph (the definition part) doesn't work for me at all; the concepts expressed aren't what I'd want.

Don: Need a way to get into the statement ... we should support wholeness on a family and a group level. and possibly beyond that. The breakthrough is that both the individual and the group are enhanced by this approach.

Deeper Work on our Mission Statement: [Paul]

[Geoph Note: At the fall meeting at The Farm we agreed to drop the parenthetic phrases (seekers, related organizations, wider culture, communities) at the end of each of the four points of the Mission Statement.]

Paul: Does the group want to do this at this time?

Jeff G: the Vision Committee doesn't expect to complete this process today. If it's energizing for us to add input, yes go for it.

Betty: We might use another table/group process session to go deeper on our emphasis of the four areas in our mission, to further articulate it.

Hank: We're ahead of ourselves ... there's a broader sense of our mission that needs to be clarified before pursuing these ideas.

Betty: Two days ago we experienced dynamic interest in doing more work; now we're pooped. Where do we want to go?

Jeff G: We need to look for where individual passion and energy and focus fall.

Next Steps

Caroline suggests we send this item back to the Vision Committee.

Paul: For starters the committee would develop a comprehensive Vision/mission/purpose process. Involving outside constituencies would be good: 1) learning to talk about ourselves (would identify which people are best to work with) 2) there may be financial needs for carrying out the visioning process, so possibly look for a way of funding it. This work goes hand-in-hand with the Development work, which can't go very far without the visioning work. That committee requires our endorsement, plus it needs the board's active input.

AGREED: The Board would like the Vision Committee to continue.

COMMITTEE: Interested people (based on personnel committee work):

Betty, Jeff G, Paul, Hank, Laird. The committee is open to other members: Harvey volunteers, Elph declines Diana's nomination, the Board asks the personnel committee to inquire with: Lois, Zev, Earl, Ira.

TASK: The Vision Committee will (1) develop the FIC's comprehensive vision, (2) work to bring in an outside constituency that will add input into the visioning process, and (3) examine the relationship between the visioning and the development committees.

TASK: The Personnel Committee will talk with the people named for the Vision Committee, will possibly name other candidates, and will suggest to the Executive Committee an interim group that will carry this assignment forward.

TASK: The Executive Committee will oversee creation of the Vision Committee based on the Personnel Committee's recommendations.

Evaluation:

What we did well:

comfortable Rooms
multiple meeting spaces
nice decor
great food
hospitality/welcoming
sticky wall (fluid agenda)
agenda cmtee's adaptability in dealing with us all (fluid agenda)
Tree's committee scheduling efforts
remarkably on time until the very end
flexible facilitation/dancing
acknowledgments and appreciations—positive atmosphere
history/story-telling evening
good atmosphere for fireplace room session
singing at that session
all the minute taking
engagement in a wide variety of committee work
FIC vision
did well laying down the A/C—graceful transition of roles/traditions
food prep and cleanup
general high level of organization and effectiveness
intent and attitude toward financial situation
response to personal emotional needs
no regional gathering helped
communities sharing of recent news
being open to allowing new people come in
matched invite to capacity of the site
snacks at breaks
advance team and interactions/interface with host community
time for committee work
adequate supply of half & half
incorporating justice into the mission statement
Jenny's coord role {loud applause}
facilitation in general
Alex's sales kit
connection between core group and others
created and sustained strong sense of community
delegating/spreading energy
getting out of the US
visit to Windsong
keeping meetings out of the evenings
speaking succinctly
fundraising presentation

envelope provided by host community
orientation for newcomers
two outside tours
volunteers on short notice
Paul's facilitation of the vision process
allowing Harvey to stay out the vortex
financial work in the cracks
work of the Vision, Nominating, and Fundraising Committees
alignment with the cosmos (cosmic humor:
 blank cards drawn; phone rings when listening to tones)

Needs Improvement:

more vegan food
office too far away from the meeting room
help get new people to know people
more work prepared before arrival
first part of history night not taped
better minutes coordination
better listening
FIC vision
host negotiations
more time
watch enthusiastic (or lack of) energy engagement
no meetings during NBA playoffs
bring more FIC literature to meetings
constantly changing the agenda was tiring
responding to CMag board questionnaire
more play opportunities
need scheduled unstructured time
needed mediation postponed — hasn't happened yet
keeping meetings out of the evenings
meetings before breakfast, during breaks, during meals
meet in the Virgin Islands XE "meet in the Virgin Islands"

Graduating Board Member Comments:

Loren: apologizes for not getting as involved in the imp work as he had intended. He brought his two best friends here to share this fabulous experience. These meetings are the highlight of his year.

Dan: surprised/impressed by the change in our reality between the Oakwood visioning retreat and here.

Velma: really really really glad to be off the board, and thank you thank you thank you very much. She looks forward to being effective in her continuing support roles.

Laird: important to see cycles shift and to address the balance between the old timers and the new faces. The quality of their participation was especially notable this time.

Closing: Circle, card reading (Fire Dragon); spontaneous songs