

FELLOWSHIP FOR INTENTIONAL COMMUNITY

MINUTES OF THE SPRING 1998 ORGANIZATIONAL MEETING AT

TWIN OAKS

LOUISA, VIRGINIA, USA

MAY 18–21, 1998

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FIC ORGANIZATIONAL MEETING • TWIN OAKS, SPRING 1998

F=Facilitator, R=Recorder

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

Bd members: Harvey Baker, Tree Bressen, Jillian Downey, Caroline Estes, Geoph Kozeny, Elph Morgan, Tony Sirna, Ira Wallace, Paul DeLapa

Others: Bill Becker (Treasurer), Nina Bindi, Diana Christian, Jeff Grossberg, Brad Jarvis, Marty Klaif, Elke Lerman, Diana Malsky, Alex McGee, Dan Questenberry, Laird Schaub (Secretary), Jenny Upton, Hank Obermeyer, Adam Grandin, Bill Cerf, Bobbe Akesson, Heather Haines, Keenan Dakota, Rebecca Em Campbell, Scott Williams, Suzanne Sheber

SESSION 1 • MAY 18, 1998 • 9:00- 10:30 AM F: Tree, R: Tony

Opening, Intros (Alex)

Breathing. Qualities for the day. Candleless. Tarot cards (8 of swords). Etc. :-)

Coordination Roles

Bindi will be coordinating cmtees. Jillian will be coordinating minutes during the meetings and collecting copies of reports. Caroline will coordinate making copies. Caroline and Paul will make agenda adjustments. Dan and Tree will do an FIC orientation at lunch. Brad will herd these cats into the meetings by ringing bells a few minutes before meetings start.

Agenda Review (Paul)

Agenda is approved as proposed.

Committee to Select the Nominating Cmtee (Caroline)

This is the cmtee that will select the nominating cmtee and we want a broad base of input. Only for this set of mtgs. Will select a nominating cmtee which will work for 3 years and perform its first bd selection in spring of 1999.

The nominating committee will collect names of people who would be bd candidates and will interview them and recommend a set of nominees for the bd to approve.

Provide a space for a broad base of constituents to add their input into the bd selection process. The goal is to prevent too insular a bd as a result of only using self selection.

Interested parties include: Jeff, Tree, Hank, Elph, Geoph

AGREED (by the qualified membership): The cmtee is approved as Jeff, Tree, Hank, Elph, Geoph.

Authority and Decision Making (Laird)

See attached report

Begin a discussion about this topic and have the Oversight cmtee come back with a recommendation later in this bd meeting. There is also the question of what decisions go before the bd (in session) and executive cmtee, and which can be made by staff, cmtees, etc. What are our general values and principles around issues of when things should go before the bd. It's also a question of delegation of authority, and allowing a cmtee to take responsibility for things without coming to the bd except for policy issues.

Two examples from executive cmtee: there was unclarity from the bd about appointment of staff people (i.e. Cecil as office manager). The bd had not created a policy, so the Executive cmtee decided to make an interim decision and bring it to the bd to make policy at this meeting. The site cmtee was unclear as to how much authority it had to make final decisions about future bd meeting sites. In this case Caroline felt it should have been clear that they had that authority.

Two issues surfacing -- 1: who has what authorities, and 2: what to do when there isn't responsiveness.

The culture of this organization is to consult with other people and get a general idea of others' opinions. What is sufficient consultation? Who needs to be consulted and how much?

Two levels -- some authority delegated to cmtee. Some authority is then delegated to staff or individuals and it's unclear when they need to check in with their cmtees.

Discussion

Many groups have an executive director or some body that can provide an overall perspective since each cmtee doesn't always hold the whole picture. More than just resolving questions of policy issues.

Our structure is not fleshed out enough -- staff and cmtee are too similar and there isn't a larger body to give guidance. Individuals do not always take the leeway given and need to be pushed.

We need to do a better job of giving parameters and delegating within those parameters. Also need to do a better job of giving timely feedback when it is requested and giving time frames for when we need feedback. Feedback after deadlines should also be supportive of the decisions made.

We need to give people authority and support from a central administrative person or group. This will help people coordinate and know what to do when there are questions. An entity that will support people and check in with them and actively consult on how things are going.

People have different styles in how much they consult with others before making decisions (this came up in Secretary/Finance Cmtee relations). What is our sense of how much we should consult? Some cmtees have norms about consultations. Can we create norms about this?

Oversight cmtee should look at question of people not being sure if they have authority or not.

Also questions of standards of acceptable methods of feedback in our culture.

TASK: Create poster sized cmtee roster. Elph.

One issue around delegation is that we may not have the bodies to fill all the roles and take the responsibility given. We also really need job descriptions if we want to fill the roles.

Don't staff cmtees with people who don't know "shit from shinola" or are inaccessible. That could be worse than no cmtee at all.

Maybe we need someone to take the restructuring packet and put together what we have actually decided so we have an easy reference about what we have and haven't decided about our structure.

SESSION 2 • MAY 18 • 10:45 AM-12:15 PM F: Alex, R: Laird

Vision Cmtee Report (Paul)

Handout (referenced in comments)

Process suggestion: Would like to start sessions as soon as there are at least seven bd members in the room and it's after time to begin.

Cmtee met jointly with Development May 14-16 at Springtree, There were nine present at those mtgs.

Assumptions

- based on explicit, shared values
- need to talk with people not now in the room
- vision work is ongoing; not static

Report began the draft Vision Statement created at Edenvale and the long-standing 4-pt mission.

Comments

Found the definition of cmty awkward; we have better.

In the fourth mission, can we delete "in need" at the end? Does need have to be established first?

Don't we have more shared values? Perhaps this is better stated as "boundaries."

Not clear on objective #5: is "marketing" better than "direct sales."

Like to see more work on refining the vision (too wordy; not sufficiently concise and uplifting).

Objectives of the vision process

- work the wording to be tighter and more inspiring
- put an ongoing visioning process in place
- develop new relationships and expand existing ones
- gather the wisdom and knowledge of other orgs
- create a living understanding of the power and dynamics of vision in our org culture
- help the org become more cohesive and focused
- create sustainability through clear vision to inspire others to help.

Timeline

Cmtee worked with a 12-month timeline. Can't afford to wait longer to feel we have something to build on (for outreach materials and development work, for example).

Cmtee laid aside the Leader's Conference concept for now. Not abandoned, just set aside.

Next six months is an information gathering time. The main way to do this is through small (5-10 people?) mtgs in an area. This can include people already familiar with the org and those not. Each mtg might be two hours and would pose a set of standard questions. The responses garnered during the mtgs will be funneled back to a central repository to inform our vision process. In addition, a summary of the input will be made available to all who attended the small mtgs.

Ancillary benefits include: modeling inclusivity, disseminating info about FIC and cmties, and developing relationships helpful in fundraising.

We can use these mtgs to draw together people in segments of the movement that we specifically want to enhance connections with (like NASCO, cohousing groups, or Christian cmties). We might be able to have a slot to do this at events we'll be attending.

We will also try to identify existing vision statements from related orgs. We will try to develop on-line discussion groups centered around vision and the standard questions we want to pose at the live mtgs. We can use the questions for contact over the phone (if we can't get a desired person to a mtg).

We intend to have a centralized office and staff to help make these mtgs happen—bd & imp will not be left to do these on their own.

The cmtee will meet again before the next org mtg to digest the input and suggest next steps. We anticipate chewing on the information during the org mtg, and perhaps half of the next bd mtg will be devoted to this work. After this, we are thinking about continuing this process in smaller, regional groups between next fall and next spring. The Leader's Conference may happen in that second six months, though there are considerable logistical hurdles in hosting such a thing and planning would likely take 5-8 months at least. The cmtee is not proposing active work on that event in the next six months.

Budget proposal

The cmtee proposes a total of \$6600 for the next six months—from fundraising to the extent possible—broken down as follows:

staff labor \$2500

travel 2000

phone 1000

admin overhead 1100

For tasks, Mary Schoen-Clark is willing to oversee collection and massage of the output from the small groups and questionnaires, and we are looking for someone to serve as an intern or staff (10 hours/week for six months at \$10/hour) to facilitate these small mtgs happening.

For this to work, we'd be asking that every bd member and imp would be involved in helping make one or two of these small mtgs happen. We want a deep level of buy-in.

Q: What makes us think all these small mtgs will happen, given our relatively poor track record on work between bd mtgs? It is our hope that this substantially smaller effort is really doable compared to developing the much larger (and more daunting) Leader's Conference. We think this is within reach of our resources.

Q: Is each person on the cmtee committed to doing at least one of these? Yes.

Q: Can we use this working document on vision, mission, and objectives to build relationships outside the org now? Yes, but please work with the developemnt cmtee in making these contacts.

Have we agreed that the working vision statement is available for sharing outside the org?

Discussion

Like to see the small groups used to recruit participants into membership and imp roles.

If we don't have the interest and motivation to make things like these small mtgs happen, maybe that means we're not ready for a clear and unifying vision statement. Let's try it and find out.

Wonder if we could cast this differently and be more effective: focus on the power of cmtly in one's life rather than on the FIC. Answer: yes! that's what we should be doing. Like the idea of being quite flexible about size and scope of these mtgs.

Worried that these small mtgs could easily get sidetracked if not kept well facilitated.

NICA will meet at Alpha in August. Easy to see how this discussion could happen in the context of that gathering.

Use all@fic.ic.org for disseminating info from and about these mtgs. Might include FIC members who have email addresses to the reports.

Please make sure to involve the existing FIC membership to the extent possible.

If cmtees want input on certain topics, make it a habit to include the questions on all communications. That way people who can't participate in other ways can at least respond to the questions in their own way.

While the bd is in agreement to authorize the Vision Cmtee to implement this plan (with consideration of the budget aspect held over until the Finance Cmtee report), we need a well-articulated minute before moving on. This will come back to plenary for review in a fleshed out form.

TASK: Laird will massage this into a concise statement for plenary review.

SESSION 3 • MAY 18 • 2:00-3:30 F: Rebecca, R: Tree

Newsletter (Tony)

FIC has traditionally published a newsletter, 4-8 pages with reports of meetings and other FIC business, but this hasn't happened in a while. Membership Cmtee decided to write a short letter instead, written by one person, because that's what we have energy to do. This has happened twice now (by Tony after Edenvale & by Tree after Sunrise). However, bd has not officially accepted that decision. Membership cmtee is seeking either for bd to agree to this and change our outreach materials to reflect it, or else state clearly that we do still want a newsletter and find someone(s) with energy to do it.

Q: Is there an approved line item in the budget for newsletter? Printing & postage for it is covered.

COOLER: Policy issue of what to do when the bd decides that a cmtee will do something and then the cmtee is unwilling.

Q: How much time and energy did newsletters take?

Dan: Used to be 3-4 hours per page for newsletter writing and editing and ERB feedback, not including layout. Major project. These new letters are less formal and more streamlined. Less bogging down in editorial.

Tony: maybe 10-12 person hours for Tree's letter, including writing, feedback, layout, etc. Old newsletters you had to coordinate with several different authors, maybe 60 hours total?

Discussion

The newsletter is crucial for bringing new people into the organization and for fundraising. We need to prioritize reaching out to bring new members into our cmtees. Putting out a newsletter also has to do with accountability and information dissemination.

The energy stopper is dealing with the arduous feedback process.

It's possible to focus on activities that don't need as much ERB review in newsletter. Tidbits, announcements, like Grapevine in Cmag. When we focus more on organizational big picture, it needs more review. Tom Starr who used to do this might be willing to again for a small fee, \$100-200.

What we're doing now is adequate. We can still call it a newsletter, so we won't have to revise outreach lit. What more do people want to do in future?

What is the role of a newsletter? Report on meetings and cmtee also as outreach to members, get folks involved. Cmag is broader, but Grapevine is right on target for newsletter.

About half our membership subscribes to Cmag. We could reprint some of the same stuff from the magazine.

There is no consensus on the newsletter's mission & purpose. That would determine content.

Audience for newsletter and Cmag is not the same. Cmag should go to far more broad population. Newsletter could have stories about loan fund giving money to a cmtly that is involved. Let Cmag focus on movement issues.

Can use each publication to draw people to the other.

Q: But who will actually do a newsletter? Personnel cmtee should look outside of this room for this.

Can it go to Membership cmtee? No, they are sick of dealing with it, lack energy. It's been back to them twice.

TASK: Personnel cmtee will recommend ad hoc cmtee to think about newsletter.

Consulting Referral Fees (Laird)

Handout: Referrals Proposal

Q: Clarification about "amount could be greater if someone from the org managed the delivery." Does that mean someone for whom that is part of their staff role? There are lots of different ways to conceive of this. Flexible about compensation. Seems like Speakers' Bureau would fall within this. General agreement.

Diana has a 20-page document listing every resource she could think of, people and organizations. It will be on sale at A

of C.

Development cmtee is interested in developing this as a business. Move it forward with marketing, help funding. But FIC is very over-extended. This can help us be less over-extended, but only if we do it differently from how we have approached projects in the past.

We are already doing this to some extent at the office without much financial return. Establishing it as a business would include clear guidelines.

Q: What does picking up the ball look like? It's an invitation to someone to develop this as part of our family of services that we offer. Create a business plan.

Currently there is awkwardness about how to deal with these requests.

Business plan would include fees, etc. What would it take to do this, in terms of investment? And immediate question is how to deal with these requests now.

Q: Do we take a 10% finder's fee for referrals? Business development group will look at this after A of C.

David Sower of Floyd County tried to create a skills database for cmities in VA area a few years ago. There may be other people not in this room who have the energy if we gave them organizational support.

Now we already do this for free. The change seems to be to ask for money for it, but could also be broader, with more marketing.

Speakers' Referral Service on cluster diagram is part of this, though not all. Questions are: how to develop this, and also how to take care of it if we don't. Development cmtee would take on first part.

We could start by charging for referrals we give out, to help defray office expenses. Also we could arrange with Diana to market material she's already compiled. But we don't want to chase a bunch of \$5/hour aspirations. Certainly a need for cmty survival skills. But we need money, realistically. Tricky with certification, our stamp of approval.

There is more money potential here than we imagine. Cohousers and others pay thousands of dollars for consulting services. Are there issues of fairness, referring the same 3 people repeatedly? We either need to handle minimally (consultants self-identify and we distribute it) or. . . .

Risk in being liable for info people put out. Interest was strong at Sunrise A of C in learning nuts & bolts among attendees, and that garners \$150. Intro level. Tapes also helpful.

Summary: Sense that it could be a profitable business. Could be a shell corporation or a profit/nonprofit partnership.

Diana has components she has assembled. Where do we want to go with this? Suggest for now we send out a list, but limit involvement. Send info to central coordinator.

Point of this discussion is to surface topic, find whether or not there is energy to do cmtee work on it.

FREEZER: Consider possibility of further development of consultation referrals as a business.

COOLER: Laird wants more guidance about dealing with these queries that arrive at the office. More & more inquiries come his way over time. Other office workers need more guidance too.

ERB (Geoph)

Established approximately 1990. Job is to overview publications, anything written, also web, perhaps also video. Make sure publications are in line with mission. Laird & Geoph & Betty. When Diana as Cmag editor has question, she comes to us. We are supposed to monitor web site and Cmag, deal with questions. We want more energy on ERB. Betty is resigning. (See report.)

ERB is a cmtee that acts as liaison to Publications cluster. Bd must approve composition of ERB. Should go thru Personnel for who is interested. Since Geoph is on bd, it's ok if other ERB members are not on bd.

COOLER: Personnel to recommend ERB to bd.

Q: Is it standard process for cmtees with openings to announce it at plenary? Generally, it goes through Personnel. This particular cmtee is a major piece of our work, not like other cmtees.

How does ERB carry out bd's mandate, and how does it get info and revisions of info from bd on what it wants? Job description is important. ERB will put that out within 24 hours.

The number of people on ERB could be higher (or lower). Doesn't have to be three. But the two current members feel they need more help.

TASK: Personnel will bring forward recommended names for ERB later in this meeting.

SESSION 4 • MAY 17 • 4:45-6:15 F: Elph, R: Alex

Values & Core Questons (Paul)

Since we are facing lots of values questions in our work, we decided to get clear about What is a Values Question? Paul led us in an experience of struggling with a values question to practice and see how we handle it.

Values Definition: What we hold as the essential truths/beliefs that we commit to uphold as we carry out our mission (toward our vision).

Objective of this exercise:

- 1) Exploring and clarifying some core values related issues
- 2) Begin to learn how to identify & engage in fruitful conversations of values related questions

Scenario: A generous donor who is enthusiastic about community approaches us. He wants to give us \$250,000 to set up a central office with an executive director in Washington D.C.. (Paul now role plays as the donor's liaison and we ask him questions.) He has a history of philanthropy. He sees D.C. as a key place since it is a political center. He doesn't seem controlling and seems really good-hearted, getting to know us gradually over the past few years. The reason he asked for an Executive Director is because he is used to seeing Exec Dirs and this indicates a stable group. Unknown if money could be spent elsewhere. This may lead to more money.

We then broke up into small groups of four for thirty minutes to do the following:

- 1) Identify the underlying questions and issues in this scenario
- 2) Clarify and hone the questions and issues
- 3) Work as far as we could toward finding common ground
- 4) Prepare to report back to the full group

Groups came back with the following:

GROUP 1 (Alex, Brad, Tony, Bindi):

Value 1: Simple living. Wise resource use.

Value 2: Want our staff, imps to share values and vision.

Value 3: Integrity. Our actions and mission based on values.

Value 4: Honesty

Issue 1: We may not stick to our values with abundant money, or attract people who don't share our values.

Issue 2: Could attract people more for money, less for vision/values.

Issue 3: Strings on influence with money could lead to actions not for values.

GROUP 2 (Bobbe, Geoph, Tree, Harvey):

Modify our structure to get a large grant?

Keep our family feeling?

Maintain grassroots connection? (stay linked with rural as well as urban)

Egalitarian/Hierarchic Mgmt

Centralization/Decentralization

Could we be sustainable in the form?

(ex: James Watt, Scott Peck)

Financial

People energy - availability of volunteers?

Practicing what we preach?

Community atmosphere

Ecological impact of our scene?

Take grassroots to DC?

Other string attached?

Financial autonomy

What might we lose?

Focus on areas other than politics

GROUP 3 (Hank, Bill, Jillian, Ira):

Two things clear and common:

Is it a value to not use much money in our work?

Do we have enough vision to encompass? Do we have enough money to further our ongoing goals?

Are we compromising our values if we adopt customs/disguises/appearances to fit in with another group?

It is a big leap to shift out of volunteering to paid staff.

Appropriate priorities.

GROUP 4 (Laird, Jeff, Caroline, Scott)

Loss of control?

Will they ask us to do more of something, such that we get thrown off balance in our programs? Balance of mission

Identifying with existing political structures.

Coooption - being tempted away into professionalism/buying

Too much focus on admin and not on direct services

Since FIC is currently part community/part organization, would this move us away?

Is there a sacrifice of integrity in embracing a more high-power public face (which may reach more people)?

What did we learn from this exercise?

It is challenging to take a conversation and distill values. It is a lot easier to come up with fears than values. The groups came up with similar questions, which shows that we have a common base. We want to practice what we preach. We have sub-themes that have not been made explicit. The interpretation of the values may turn into different behaviors (such as: what is simple living?). What is the difference between residential and non-residential community? There are many, many conversations to have with donors and within our organization in order to cover all the bases and find alignment. These discussions take a lot of energy, but they are important. Sometimes many individuals in the organization share a value, but it is not an organizational value. Relationships between our values and those we represent in the broader movement. Paul summarizes that there are obviously many issues to cover in the values arena and we have lots of work to do to get clear. Hopefully this exercise will promote awareness.

Tools to continue this:

- e-mail values discussion

- phone discussions

- amp up awareness of finances so we can see our money values

- write and circulate personal values discussions

- have discussions in our home communities

- values discussions in our regional meetings

- keep on setting aside large chunks of time

- groups could share their values statements

Cautions:

- Avoid the danger of being so inclusive that we can not distill.

- Be aware of who is automatically excluded by the medium we choose (example: we don't all use e-mail).

Tarot

Little needs to be done to keep things working and moving. We are reversed. You are not locked into one self-image. You are experiencing yourself as a person who is flexible and growing.

SESSION 5 • MAY 19 • 9-10:30 F: Caroline, R: Diana M

Tarot card: 3 of pentacles. Security needs

Development Report (Tony)

Have been operating on a 1-yr timeframe

Haven't found a development coordinator. We will find someone from within the organization and hire an assistant for administrative things.

Outline of the development plan:

1. Materials: funding needs, mission & value statement—basic kit.
2. Looking for possible donors. Mary Schoen-Clark will look into foundations.
3. Setup administrative structure: database, assistant, jobs & roles, decision making
4. Jeff G will write up fundraising information. No time to train everyone, so this will be how training happens.
5. Cultivation: dinner, meetings, building new relationships and building upon existing relationships
6. Ask for money & grant writing (Mary will work on this if she finds foundations that seem good. Coordinate with Vision and Development cmtees when approaching someone for money.

Laird will become development coordinator. He will focalize effort, help people when they want to approach someone. Assistant will do most administrative work, but Laird will help.

More people are needed on the Development cmtee. Need a full cmtee to balance, get all opinions, and function as a sounding bd for Laird. Work defining systems and structures needs to be done. There needs to be at least one meeting before next bd mtg.

Need business plans before fundraising can happen for any program.

Capital Fund (Laird)

Budget in packet surprises Tony. Jeff clarifies that this is a sample of what could be the budget after funds are raised.

Potential new opportunities are not listed in the proposal. There will be a gathering of people to discuss this after the weekend. If we decide that we want to try new business opportunities through capital fund, are these separately owned or FIC owned?

Laird included only those business proposals that have been discussed already.

Want buyin from the bd for this.

There is a concern that not all projects are actual money makers but that this is a projection. Potential donors should be told this. Also the organization should analyze on this basis as well. Cmag for instance.

Great idea to develop internal fund where startup projects can borrow money without paying interest. Once money comes in, it is turned around over & over again because it is repaid (theoretically).

Businesses can tithe on a regular basis if they are getting some kind of referral or other service, which is ongoing (non-begging) fundraising. This is called profit-nonprofit partnership.

We're not really ready—business plans and staffing take longer than this plan allows for.

Donations and other money will be coming in, so some projects can be slower or intentionally not for profit.

Development Coordinator will help develop business plans.

General feeling is that this is going in the right direction and should be further developed. Also that pitfalls have been adequately identified. General sense of approval. Laird sees this as the general buyin he was looking for.

Proposal contains some sample projects, and others will eventually be included in the capital fund program. This is a sample, not for approval. Question as to whether bd approval is needed for projects to be added to this list. There is no proposal included for this process.

Is bd approval of specific projects required, or does the bd set priorities and guidelines for area managers to use to make their own decisions? Also, what if money is donated earmarked for projects not in process? Can this money be accepted? Can money be accepted for a project that won't cover the whole thing?

Fundraising will try to find flexibility in donations and make it not so specific.

Discussion

Authority/boundaries to give to development cmtee. Development cmtee should be empowered to move on things but bd should have oversight for setting priorities.

Should business plans come to bd for approval (Executive cmtee between meetings)? They represent a commitment from organization for follow through once fundraising starts based on a business plan. Therefore bd has to approve all money accepted for new projects.

Oversight cmtee rather than Executive cmtee should review because has Human Resources person and Treasurer. Their job description includes screening proposals.

Development cmtee should be empowered to accept money specifically to develop business plans or explore opportunities, so long as donator knows it may not pan out after idea is developed.

Summary: specify items and approve budget so that fundraising can start on those projects. Then go to Oversight cmtee for other projects, or variations from budget. Business plans for new projects would be developed in the areas that the project impacts, with the Finance cmtee, not the Development cmtee. Oversight cmtee will screen, but Executive cmtee approval is required.

Fundraising can't begin now because bd approved business plans are necessary before money can be accepted.

Laird amends the original proposal to include the following:

1. go to Oversight for any questions
2. capital funds will only be used for identified programs of organization that have bd-approved business plan.
3. can also accept general donations, but will not fund programs that are not approved.

Proposed agreement (tabled for further discussion): We as a bd agree to the development of a capital fund to be setup and administered by the Development cmtee. New projects will be screened through the Oversight cmtee, then passed on to the Executive cmtee for approval.

Q: is bd approval (rather than Executive cmtee) required for business plans because they are a budgetary issue? Approval of a business plan, including budget, may happen by the bd or its designates.

Allocation of funds is different than approved budget. If money is accepted for a specific project, it must be used for that project.

General fund donations: want parameters for allocation.

TASK: draw up flow chart and detailed minutes and present later for approval. Include specific process for donations with significant strings attached. (Tree, Harvey)

Coffeehouse Flyer (Geoph)

Geoph has a flyer to put in coffeehouses, coops, etc. Take 50-100 and put them out.

Cost was 800+ dollars, but was included with some other mailing so not exact costs.

SESSION 6 • May 19, 1:30-3 F: Alex R: Jillian

Travel Subsidies (Harvey)

Edenvale travel subsidy payments were still unresolved as of this meeting. \$300-400 to repay. Recommendation is we go ahead and clear that minor debt now.

AGREED: the treasurer shall pay all outstanding Edenvale travel subsidies, of which there are 2 or 3, for a total of about \$300-400.

AGREED: May 20, 1998 is the last day to ask for Sunrise (Nov 1997 org meeting) travel subsidies.

AGREED: If Sunrise (Nov 1997 org meeting) travel reimbursement requests are minimal (no more than \$1000), treasurer can pay them off in the next few months (so Bill can clear 1997).

We used to pay travel subsidies to 25 or more people, but now we're a small bd, who gets the travel subs now? Harvey does not have a recommendation. There was previous talk of bd plus first level implementation people, per the cluster diagram.

Staff does not have reimbursement categories, are currently lumped in the travel subsidies category.

Discussion

One of the objectives for shrinking the bd was to be able to provide travel support to bd members and paid staff. People stopped asking when we were in financial trouble, but people may start asking again now, so \$1000 per meeting will not be enough.

Recognize we need staff at mtgs and put their travel in the budget. Add a line item for travel in budgets of those areas that have paid staff. It would be cleaner to do that and have the bd travel subsidy in the budget as a bd item. Separate other roles from bd. Would need guidance as to which staff should receive subsidies and how much.

We have 54 cmtees, and over half of those are staffed. Some are key, and we might make exceptions to fund travel for certain (those that do their work at the bd meetings).

Our productivity is still clumped around org meetings. Need to support both bd and staff, not supporting staff will undercut activity of cmtees.

Personnel should come up with a list of cmtees we need to target for support. And cmtees can register interest with

Personnel if they feel they're vital.

Our subsidies are partial, and optional. The maximum anyone can ask for is 75% of their actual costs.

There are many kinds of political, personal, and pragmatic problems that come up when we try to do this, and issues of fairness. We need to be careful.

Personnel would not have the overview—should be Oversight.

We need to put travel for project managers in the project budgets. There will be people who are not project managers who need to come to a particular mtg. We need to look at that.

The flexibility of having people come forward and request subsidies is good, anyone should be able to apply for it.

If members of a project need to be at org mtgs it should be in the project budgets. We need a 3 person cmtee, one of whom should be from Oversight, to labor with travel subsidy requests, how to modify our current formula, and who gets what. This cmtee would need to make judgement calls. We would expect a report from that cmtee at each bd meeting. We are asking people to self monitor, and this cmtee would make the best judgement they could about how to spend money to meet the needs.

One of the best features of the system Harvey made is that it's automatic and doesn't take a lot of interviewing and decision making. We need to make some part of the new system automatic, and just have specific people who don't fall under the automatic category go to the cmtee. Right now any bd member can make a request. It is designed so people only ask for what they need, and they either get what they request or all those that request get an equal share of what's available.

Have a smaller fund with Harvey's formula for bd members, and an additional fund available to anyone who comes to mtgs and fills out a request, not restricting who can apply, trusting the cmtee to decide who is eligible and the amount. There are a number of issues for this cmtee that require guidelines. There are 16 functioning cmtees, nearly all are serving the bd, and there are six positions that are staff positions serving the bd at bd meetings. If we're going to start allocating money outside of the bd, that needs to be separated. We need a separate item for staff, and there are key positions that are neither bd nor paid staff which we won't function well without, and then there's everyone else who contributes. We can't lump them and pass off to a cmtee.

If we crafted parameters, would it be a good idea? In categories, yes. But it needs work.

We can say now that we would fund travel subsidies for bd, at \$1000/mtg. That is the minimum. Nominating cmtee can gather info on what people want.

AGREED: We will create an ad hoc cmtee, who will come back with a proposal during this meeting for addressing travel subsidies for bd, committee conveners, staff, and others. Proposal is to include parameters. Members: Caroline, Harvey, Paul. Will come back Thursday.

Affinity (Laird)

We've had a program in association with Affinity long distance telephone service for a number of years. People can sign up and designate FIC as affiliate, and we get a percentage. We make about \$100/month. Betty has managed it since it started, but she's done now. It takes some maintenance work. The deal Affinity originally gave us, that they'd do 10% better than your existing service, no longer holds.

Is Affinity still the service we want? Laird has a file on other long distance providers. Someone needs to 1) review the current situation with Affinity and see what other options there are, 2) while they do that research, there may be options for us as an org that we should know about. Office currently uses Sprint, with free Fridays, which saves us a lot of money. So, there is a dual purpose to the research, what deal can we get for members, and what makes sense for internal operations, for both long distance service and phone cards.

Discussion

Issue as to why this is being discussed by bd. Because it is a service to our members. We're not addressing our services directly, we're not talking about important service decisions, we have an agenda with minutae.

COOLER: Come back to the question of making sure that bd discussions stick to policy and values questions and not minutae.

We have Affinity advertised in a lot of our materials and we're making money from it. The recommendation isn't to cut it off, but perhaps offer something else in addition. Note that the materials reflect the old terms.

First thing is research to find out what's possible, and then we'll look who will manage it.

TASK: Dan Q will do research on long distance services. He will tell Laird, Cecil, and Membership cmtee what he finds.

AGREED: Cecil can make changes to office system. If Dan finds another carrier that can offer our members a better deal than Affinity and return a comparable percentage to FIC, then Membership cmtee can move forward with the new system,

and Membership cmtee will work with Personnel to appoint a manager of the new system.

SESSION 7 • MAY 19, 3:30-4:30 F: Paul R: Marty

Laird's Role (Laird)

Two types of issues were identified: compensation issues and how Laird's time as a resource for the organization is spent.

Discussion

There was a request for detailed information about the communication between the secretary and other parts of the organization.

Much of that role has to do with internal communication at the org meetings. It is largely dependent on what is asked of him. He monitors others' roles based on what seems to be needed or requested.

Clarity was requested on why Cmag orders, Dir overhead and Dir orders are separated from Publications Mgr on the handout. Laird explained that it was broken out where he was able to assign time to specific publications and functions as opposed to general time spent managing publications.

Paul outlined a process for moving to reallocating Laird's time:

1. Clarify the issue(s)
2. Identify who the appropriate body is to resolve the issues.
3. Additional input we want to give this designated body.
4. Addressing the parts of the process:

Issues Identified

* Who monitors and supports activity?

* What are we willing to pay for amongst the functions he performs now?

Do we want to specify or delineate his compensation for his functions?

How do we prioritize his functions?

* Where does fund raising fit in his priorities?

What is the range of hours we can expect from Laird for the organization?

What is Laird's time and money commitment to Sandhill?

* What priority does the organization want to set for Laird developing inter-organizational relationships?

What does Laird prefer to give up to focus on development?

How do we find people to take on the responsibilities?

* Is the liaison system workable?

Who will pick up things that fall through the cracks if Laird doesn't?

* Who does and how are we represented to the outside world?

How does our representation to the outside world feel to us?

** identifies issues that are bd level issues.*

Priorities: Fundraising

We feel like we can address at this time:

* Where does fund raising fit in Laird's priorities?

This raises the question of what the organizations priorities are. We seem to have made fundraising a priority by how we have used our time. Tony reports that the organization needs to bring in \$20,000 more income to balance in 1999. It appears that fundraising and capital fund development are becoming necessary priorities if we are to move into the future. We have also identified Laird as the best candidate to fill the role by shifting 33% of his energy.

AGREED: Laird should reprioritize his time and devote 33% of his current time working for the organization to development/fundraising.

Q: Is it more important for Laird to move into fundraising rather than continue to perform his current functions? This seems to be answered by the organization designating fundraising as a top priority.

Things will not get done if Laird is not relieved of some of his functions yet he is directed to spend 10 hours/week toward development.

Laird said that with a good office manager and staff he could back off some office functions. There are unusual or complex requests and inquiries that get passed on to Laird that he could forward to a personal assistant with instructions, but he is not totally comfortable with the dynamics that could be created by such a situation. It was noted that there are

people who could handle 95% of the situations, and it would be okay if some of these requests are handled with less depth.

It was suggested that the person who takes on the responsibilities would be best physically separated from Laird and that Laird let them do it even if it is not done quite as well.

Laird reviewed the input and said that he doesn't feel like he has trouble letting go if he feels that it will be taken over with competence. It bothers him if he feels that he is letting go of a function and it will not be done, or not be done well. He said that he spends about 10 hours/week in relationship and media development.

It was suggested that Laird and Personnel get together and define the functions to be let go, and who might be approached to assume them. Caroline agreed that this is a workable. Personnel has been monitoring the transition of responsibilities from Laird that began with the last meeting.

Personnel will address both money and people in the transition.

TASK: The Oversight and Executive cmtees will look at some of the unresolved issues concerning Laird's time before the next meeting.

SESSION 8 • MAY 19 • 5:00-6:30 PM F: Geoph, R: Laird

Site & Event Cmtee (Alex, Ira, Bindi)

Currently Site is Ira, Alex, & Bindi. Events is Ira & Alex. Because of confusion between these two functions, they are presenting jointly.

Goals (Alex)

Looking for affirmation of the following goals:

1. range of workshops
2. ownership by FIC
3. involve FIC members
4. mix formal and open format
5. \$7,000-15,000 net income per event
6. give info
7. have fun
8. invite & engage people in the movement
9. serve diverse constituencies over the long run

It is agreed that setting the goals is a bd level function, and that once done, the cmtee is free to go forth and implement.

Discussion on 1: Delivery not restricted to workshop format.

Although other themes may be included at the discretion of the planners, the crucial components are IC info and "creating cmty anywhere."

Discussion on 2: How important is it that bd and imps are actively involved? Not essential, but desired. It is not necessary that a preponderance of presenters be bd or imps. Our concern here is more about the tone set and values expressed than who presents.

Discussion on 3: This begs the question of what we want from members? How much do we want them involved? Perhaps it's not a goal to involve org members; it's rather a way of doing business; a parameter. Response for help on this event was not strong, though people seemed to like the request. Some came early to help with set-up.

This goal is affirmed for now.

Discussion on 4: Bd declines to specify, though there is a value concern in wanting to provide *some* form of opportunity for self-organizing at events. Maybe it's better stated as a goal to help people interested in cmty in the area to get together.

Discussion on 5: no need to have an upper limit.

No comments on other items on the list.

Separation of Art of Cmty from Org Mtgs (Bindi)

There are challenges to finding a site that can accommodate both Org Mtgs and Art of Cmty events, since we're looking for different factors in each. The cmtee anticipates wanting to use separate venues for these two in the future.

AGREED: approval to separate sites for org mtgs and Art of Cmty, so long as travel logistics between venues are not too

challenging (possible to travel between the sites within two hours).

If separate venues are used, what will bd members be expected to pay for travel, room, and bd? Organizers for these events may have difficulty attending org mtgs if the venues are separated. Is this acceptable?

Frustration expressed that requests for comment about choices went largely unanswered, and then criticism surfaced *afterwards*. That was hard for the team.

It was noted here that we've been spending a lot of time trying to figure out what we should be talking about, and that it's hard to tell how much is necessary in time of structural transition.

The key need is an appropriate place for the Org Mtg. The Art of Cmty is secondary.

Liked the energy to do Art of Cmty and wanted to encourage team to take it as far as it can.

Money (Alex)

Values questions include:

—who is our constituency?

—partial scholarship vs. sliding fee scale

—are we willing to lose attendees who cannot pay?

Agreed that first point is bd level. There may be a question of our "core constituency" vs just anyone.

If we say our constituency is anyone interested in getting more cmty in their lives, then the issue devolves into a strategic question: how to best reach which segment at what event.

Second question is not bd level. Team related that there was opposition to what they proposed for this Art of Cmty and they're unsure of their authority.

There is an important difference between soliciting input and being bound to please those who respond.

If the team gets conflicting advice, where can they get help, even if they are empowered to make the call without help?

Oversight? Liaison? Ombudsman?

Can we accept the notion that some bd members andimps will be upset with what happens, and not treat this as betrayal?

We have worked hard to establish a structure to handle these concerns. Let's use it!

Is the prime goal of these events to raise money, with info exchange and building relationships secondary? This is unclear.

Team wants guidance on relative priority on making money vs. providing service. General feeling is both are equally important and should be balanced.

Seemed clear that constituency ranges from those with no money to those with lots. Thought we'd already agreed to shift focus from one end to the other at different events (not try to reach all ends at the same event).

Team intends to focus on a particular constituency at any given site (using a theme for each one?), not on serving everyone each time. That means that at some sites we are likely to make less money than at others. Is that OK? Frustrated that we have different ideas about what best constitutes service and we need more definition to move forward without setting up the cmtee members as targets in the future.

The proposed minute (tabled for further consideration): that we define constituency as anyone seeking more cmty in their life. That we align with the idea that any given Art of Cmty not be expected to serve that whole constituency (it will be balanced over time by different Art of Cmtyes), and that within that definition the bd values equally making money and providing service to that constituency. The Events Cmtee is empowered to make their best judgment on how to balance these two goals.

Remaining topics to be rescheduled later in this meeting

Closing Tarot card: Queen of Swords, upright.

SESSION 9 • MAY 20, 9:30-10:30 F: Laird R: Diana M

Personnel Report (Caroline)

Need short Personnel session early in meeting and final session later in meeting so that there is time to approach people early, then finalize and report back later on. Will give a final report tomorrow.

Job description and discussion of general purpose of cmtee will be covered in report tomorrow. Also policy statement on how the bd should approach hiring staff. Need to talk about the cmtee's function and staff, because cmtee has been overworked or understaffed.

Executive Cmtee made interim appointment of staff position (Cecil as office manager). Need bd approval for permanent appointment. Approx 20 hrs/week as office manager. He's also doing another 10 hrs/week of office work. No job description to present, but there is a fairly complete one from Laird that Cecil has seen.

Tony says that Cecil isn't fully content with this job because it takes him away from home too much, but he wants to continue doing it. Tony & Laird say he's doing a great job. The work should lessen as it gets more organized and more staff.

There is no line item for Office Manager in the budget because the work isn't separate enough, but it appears that Cecil is working efficiently and the budget won't need to change.

AGREED: Cecil will be Office Manager for an indefinite term.

Personnel believes development team should pick their administrative staff, but this will be discussed more in the policy statement tomorrow.

Created position for administrative assistant with \$2500 budget. Is this the development administrative assistant?

COOLER: Will give specific list of positions requiring bd approval in meeting tomorrow.

Their role is to initiate looking for people to strengthen cmtees, also receive input from cmtees about specific people.

They don't actually appoint people, cmtees select their own people, but run through Personnel, who will make suggestions. Still looking for direction on who makes final decision about cmtee membership (Personnel or that cmtee). Personnel feels that it is their responsibility to make sure cmtees are strong, and have therefore made recommendations. They have not called together the cmtees to ask for their approval. Have also made recommendations to drop people off cmtee who have not been working effectively.

Cmtees have the right and responsibility to choose the people who will be on that cmtee. This was agreed at a previous meeting.

Need to know which cmtees are seeking people so that others can state their interest. This would happen at the beginning of a meeting. Note that there should be a way to make this information available to people not at the meeting. InReach and Personnel should work closely together.

Cmtee Changes

Organization Meetings: Heather, Jenny

Ministry: Diana M

InReach: Marty, Heather, drop Loren

Conflict Resolution is now Conflict/Mediation: Marty, Diana M

Membership: dropped Velma & Tony. Add Rebecca and Bobbe. Also note that Harvey is not on it

Pamphlet Series: Diana M (this is exploratory)

Student Coop: Tony is really a member

Vision: Jeff, Laird, Paul. Not Betty

Life School: Diana M

People are listed as "new" for the first six months on a cmtee if it is their first bd meeting. Also the term being used is "imp", but this is confusing because imp means something else culturally.

Newsletter Proposal (Diana C)

Proposal: FIC column becomes lead article in FIC newsletter and is not printed in Cmag. Grapevine is printed in both Cmag and newsletter. No other articles in newsletter. Volunteers do layout & design (Bobbe) and mailing (Rebecca). Cmag and newsletter come out at the same time. Note: this plan should not require more time from Laird or Diana, it simply shifts work.

Discussion

ERB should be able to put additional items in newsletter. Also note that not entire Grapevine column needs to go in newsletter, just most important items. Newsletter can be used as a promotional piece, so ERB may want to add items for that purpose.

Issue about Quarterly vs. Periodic in distribution. Volunteers say they can commit to meeting their deadlines. Rebecca says that she needs more information, and may not want to do it if her position is just mailing or distribution functionary. Membership cmtee and any other interested people use this input and take it from here. Rebecca and Bobbe are new, and the ERB needs to keep strong overview.

Membership has never been responsible for implementing member benefits so the newsletter should be under Publications. It is now in the Membership cluster according to diagram.

TASK: Oversight will make recommendation to the bd about which cluster the newsletter belongs in. If it remains in the Membership cluster, this doesn't need to come to the bd. They are also tasked to make recommendations as to the goals of the newsletter and who oversees it.

Finances (Tony)

Note that handout contains new policies. Concerns can be addressed directly to the Finance Cmtee at a cmtee meeting.

AGREED: Authority to print Directory 2.3 (see handout)

AGREED: Authority to Publications Manager to commit to \$100,000 loan at 8% interest on behalf of the bd. Repayment schedule is outlined in loan proposal. Bill will work with publications manager to make sure wording legally assigns liability to entire bd.

AGREED: Joyously approve repayment of 1996 debt to Twin Oaks and Sandhill

AGREED: Begin repaying as of 1/1/98 \$2000/qtr on PEACH loan.

SESSION 10 • MAY 20 • 10:45-12:15 F: Caroline, R: Tree

Business Development (Jeff G.)

Handout: "Business Development"

What are our priorities? Does FIC want to own businesses? Question of profit: if people put up capital, they may expect return, and that is a values question. Two aspects: provide service to help cmties develop businesses and develop actual FIC businesses.

Existing loan fund has been only a small part of what is needed. More broad based support for cmty businesses is necessary. FIC is well-positioned to provide such support.

Q: What is FIC legally prohibited from doing? If we are conducting a business that is within our identified mission it is likely to be non-taxable. If we do a business that is defined as "unrelated," it typically is taxed at 15% with no allowance for deductions. But we can do any business we want legally.

Discussion

Business skills are weak in FEC cmties. Education and training is sorely needed. Difficult to get people to start businesses. Focus on educating and delivering information rather than starting new businesses ourselves.

Traditionally this org has been in information business. When we consider which elements to bring into org, suggest we focus on that, and education. When you move into franchising businesses, we could provide connections, but let it be more external.

Do we want to solicit venture capital in addition to establishing capital fund? It could go many different ways. We can work in partnership financially or with other resources. We can refuse to take outside money. We can make a lot of money or help a cmty to do so.

What if entrepreneurs want to use these ideas to make profit for themselves? May not be okay for everyone and some of our constituent members (cmties or individuals) may have concerns.

OK if it is fully disclosed and if we feel like there is adequate alignment and adequate control over our representation. Values question, think about where the money is going. We won't partner with McDonald's. Develop guidelines.

Tony: I am one of the people with "trips." I worry a lot about class issues and oppression. I am much more in favor of nonprofits and cooperatives, seeing capital as accumulated labor. I see that cmties need to make money to survive, but also want to model a better world. Would want to think carefully about what felt comfortable.

Jeff invites Tony or other people to think with cmtee about designs which are value-consistent. People now involved don't have that perspective, cmtee would benefit from more diverse input.

Concern about quality of work environment and values of people with whom we partner.

Do we want to encourage other groups to be proactive, or bring it under our wing? We are capable of suffocating things under our wing. Maybe let it be out there.

Strong feeling that we haven't done enough to serve existing cmties. This would be a good step.

Summary: General feeling of encouragement. We want to work with this, but also expect that parameters and conditions will need to be developed.

Ad Hoc Cmtee to work with Jeff and biz development group: Ira, Laird, Hank, Bill, Harvey, Marty, Diana M.

Hank says he is an investor, questions whether there is a conflict of interest. Reponse from group is that skill set is an asset to cmtee.

TASK: Ad Hoc Business Development Committee will stay in consultation with Jeff and connections with biz development group. If necessary develop guidelines and bring back for bd consideration.

Video Proposal (Geoph)

Handout: "Proposal for FIC Endorsement and Distribution of CCP Video on Intentional Cmties"

Bert has offered an interest-free unsecured loan for the project, after seeing presentation on the Farm school. Very

enthusiastic feedback on slide show and that will be root of video. Hoping for eventual endorsement: "Created by CCP, with support of FIC." FIC is already distributing Dir & Cmag, so Geoph wants to turn over video to FIC for distribution. Guessing we'll sell 1 tape per 10 Directories.

Q: Where will extra profits go? Currently slated for CCP, but Geoph is open to negotiation.

Q: Liabilities will be assumed by CCP? Yes, legal releases will be received for everyone whose voice is on tape and whose face appears more than passingly. However, FIC is only distributor, no liability at all.

Reviewed by Finance cmtee, considered low risk. Tapes bought in groups of 50, that's the loss factor.

Q: Are we committing to endorsement? We'd be committed to general enthusiasm, but no endorsement until FIC has reviewed tape.

Q: Would Geoph be content with whatever promotional activities FIC undertook? What about advance promotional costs, risk there? Finance cmtee thinks approximately \$1000, not much. Considered acceptable.

Vast appreciation expressed for Geoph's initiative, willingness to give FIC profit, and clarity of presentation. Well thought out. We are thrilled!!!

Community Bookshelf Proposal (Laird)

Handout: "Community Bookshelf Proposal"

Finance cmtee has discussed since report was written. Business plan not fully developed yet. Laird is relying partly on the fact that he is personally familiar with this business, because it used to be housed at Sandhill. Many reasons to think it will be moderately profitable.

Management question. Laird wants someone else to manage, even though he is Publications Mgr. Fulfillment would happen in the Office.

Q: What do you mean by buying business? Buy name, inventory, database.

Q: Will East Wind (current owners) pass on calls, etc.? Willing to, possibly weak on follow-through.

Concern about office time and Laird's time.

Tree: Bookshelf could benefit from wider promotion. It is a small enough piece that I could see managing it.

Rather see it be at TO, not add to Laird's workload. It's a good time to get labor at TO/Acorn.

Q: Are we only willing to do this service if it is profitable? Does that profit need to be immediate? Approval would be contingent on having a business plan that shows break even or better.

Laird is not the only scarce resource. Office is stretched far too.

Elph: Too many questions and too resource-intensive for me to approve this now.

Q: Why is this a "nice thing"? Fits well as part of our "family of services." We have a staff already trained to do this activity. Easiest possible business for us to take on. Makes some inquiries easier to handle if we have it in stock and can ship. Build on what we're doing now. Tangible project for people to see.

Long-run this might make sense, but short-term we need to focus on other areas.

Summary: We will not pick up this proposal up at this time. Time is the limiting factor, and energy, not money. If other people want to work with this in a holding pattern, they may bring it back to us later with a plan for how it could be viable for us.

Laird: This is an example of a pattern I may face increasingly, where what I am drawn to work on is not in alignment with what others want from me.

SESSION 11 • MAY 20 • 2:00-3:30 F: Tony, R: Marty

Capital Fund Minute (Tree)

To confirm previous agreements:

PREVIOUS AGREEMENT: Money can be accepted for any existing project within approved budget parameters whether or not the project has an approved business plan.

This is money that is not involved in the capital fund.

PREVIOUS AGREEMENT: New projects must be screened by Oversight cmtee and approved by the bd (or exec cmtee) before designated funds can be accepted.

This is money that is not involved in the capital fund.

AGREED: We will establish a capital fund. We understand "capital fund" to mean that monies are only spent on projects which have approved business plans and expect to reimburse those monies to the capital fund.

Issue: The capital fund is placed in an interest bearing account. How is this money dealt with? These funds will be spent at

the bd's discretion.

Clarity on "expect to reimburse those monies to the capital fund." This means that the principal shall be repaid

AGREED: Business plans are screened by Oversight cmtee and approved by the bd. If the bd is not in session, the Executive cmtee may approve business plans. "Approval" means that the project can be funded. It is at the discretion of the Executive Cmtee as to whether to give approval or hold over for the next Bd mtg.

AGREED: Excess funds generated by capital fund projects, (beyond what is necessary for capital fund repayment) may be spent at the bd's discretion. (Examples include, but are not limited to, non-capital fund projects, general operating expenses or additional capital fund)

PROPOSED AGREEMENT: The bd is responsible for prioritizing allocations if insufficient funds are available in the capital fund for all of the approved projects. If the bd is not in session and a decision is needed, then the Executive cmtee has the power to decide these allocations.

Discussion

This should not include previously earmarked funds.

The bd could approve more projects than there is money available for. Funds could be allocated by methods other than logical prioritization. The bd may choose not to fund an approved project if, for example, they anticipate another project coming that they would rather fund.

Q: What happens if more money is earmarked for a project than that project needs? In that case the donor should be addressed and asked to reallocate the earmarked fund.

The bd can designate a cmtee to allocate funds in its stead.

AGREED: The bd, or its designee, approves allocations from the capital fund.

Donors could have a problem with interest from an allocation going elsewhere than the capital fund. We are not required to charge interest to a project on borrowed capital fund monies.

AGREED: Interest earned on monies from the capital fund would stay in the capital fund.

Administration of the capital fund would involve costs to the organization. Assume that any proposal would cover that.

FREEZER: Costs to the organization connected to capital fund administration.

Q: Can we accept donations to capital fund that is designated for projects that do not have approved business plans? Who decides? The law dictates that we must fulfill donor requirements, so we cannot accept money for a project that is not approved. If this is the case we revisit the donor and come to another agreement, or accept the money conditionally pending approval. This points out the need to develop a set of policies for a wide varieties of guidelines .

TASK: Develop a set of guidelines for acceptance of capital fund contributions.

There was a review of visual flow chart which matches the following written outline:

Donation Money Flow Chart Proposal:

Money comes in. We ask, is it:

I. Not designated for a specific project?

- A. Designated for capital fund? Then ok to spend on any approved capital fund project.
- B. Unrestricted donation? Then ok to spend on any existing approved project.

II. Designated for a specific project?

- A. Not through capital fund?
 - 1. Existing project? Then ok to accept and spend within approved budget.
 - 2. New project proposed? Must be screened by Oversight cmtee and approved by bd or Exec. cmtee.
 - a. Bd (or Exec) approves? Then ok to accept and spend within budget.
 - b. Bd (or Exec) does not approve? Then we try to negotiate with donor; if unsuccessful, then say "no thanks" to donor.
- B. Through capital fund?
 - 1. Existing project?
 - a. Has approved business plan? Then ok to accept and spend money within budget.
 - b. Does not have approved business plan? Then project manager(s) need to develop one, can ask finance cmtee for consultation.
 - i. Oversight cmtee screens, and bd or exec approves? Then ok to accept and spend within budget.

- ii. Plan not approved? Try to negotiate with donor; if unsuccessful, say "no thanks."
2. New project proposed? Then Oversight cmtee screens.
 - a. Bd (or exec) approves? Then develop business plan and go through approval process.
 - b. Bd (or exec) not approve? Then say "no thanks."

1-800-Commune (Laird)

Are there values questions for the organization in using an 800 number? No. This could be left to the administrative staff. We do not always know if a phone call is coming over the 800 number since it rings on the same phone as the regular line.

Oversight Minute (Geoph)

There is not yet a job description. There are many thoughts on it:

- The cmtee reviews the general health of the organization by designating work to other cmtees.
- Compendium of bd decisions and collating job descriptions into operations manual are two principal functions.
- If you don't know what else to do bring it to Oversight.
- The comtee is to screen proposals — that they are clear and refined.
- Shepherding liaison roles and monitoring tasks of the organization in a broad sense.
- Follow up on tasks from the minutes, ask for reports, make sure there is follow through.

An outline for presenting proposals:

1. State the problem or issue in one sentence or short summary.
2. State the proposal.
3. Give background information.
4. State the considerations (pros and cons).

This requires refinement.

Agenda cmtee has not been sure of how to decide what is on the agenda. Everything should be run through Oversight to see if it is ready to present. Oversight will consider these issues and decide how it relates to Agenda.

Oversight would assign one of its members to each proposal to shepherd it through the process. It's a year round process. Returns to Oversight if it needs a bd level decision. Check in with liaisons every couple of months to make sure things are flowing properly. Can bypass liaisons if considered necessary and go directly to cmtees.

In dealing with internal and external things, Oversight's job is routing to a liaison or to ombudsperson. Also referrals to finance or ministry when appropriate.

There should be monthly checkins by phone and a teleconference a week before bd meetings.

Over the next couple of years there should be 2 face to face meetings a year with travel budgeted.

Members should show up at bd meetings 2 days in advance to prepare.

The cmtee operates on an as needed basis via e-mail and phone whenever they feel there is a need. The previously stated schedule is a minimum.

Gesundheit! Proposal (Laird)

Gesundheit! Support handout

The issues is to offer support in the form of publicity for the appeal Gesundheit! is making to attract labor for their construction project. Gesundheit! is also looking for help with non-profit structure. This would promote inter-community cooperation. It is not a precedent setter.

Q: Why is the bd addressing this? To help media and PR in their developmental stage. It could set a precedent or direction and the bd is seen as an authority.

AGREED: The fellowship bd resolves to support the call from Gesundheit! for technical support for construction of a five room resident this summer using the publicity resources available to it. The bd does not see this as setting a precedent.

Agenda (Paul)

Q: Would it be better for the organization to address interpersonal issues that might be getting in the way of doing the work we need to, or continue with the scheduled agenda event of regional vision meetings. Put the interpersonal stuff tomorrow at the end of the meeting to catch whatever might also come up by then. Ministry will decide when and how to deal with the interpersonal dynamic issues.

TASK: Ministry should look at how do deal with addressing interpersonal dynamics over a long term.

SESSION 12 • MAY 21, 1998 • 9:00-10:30 AM F: Harvey, R: Laird & Alex

Tarot card for the morning: Temperance reversed. Blending old elements to create something new.

Credit Union (Laird)

Handout.

Proposal that we join Sunrise Credit Union. They require a board resolution supporting affiliation with the credit union in order to proceed with state officials in getting FIC individual members accepted as a field of membership. Once accepted by state officials, FIC members will automatically be eligible to join the credit union. At this time, this only applies to individuals. In the future, it might apply to members of member community. Does not include ATM cards. We would advertise this as a benefit of membership. See note in handout about Federal ruling which might apply to us. Since this is a legally binding agreement, Harvey polls the group. Accepted.

AGREED: The Bd resolves to join the Sunrise Credit Union.

Board Selection (Jillian)

Cmtee recommends that Harvey, Jeff G, & Hank be selected to the board for three-year terms. Only stated concern about this was gender imbalance.

AGREED: To select Harvey, Jeff, & Hank to the board for three-year terms.

Site Cmtee (Alex)

Culture of Site (Ira)

Given that we agreed that our constituency is anyone interested in cmt, the flavor and culture of each mtg will be affected by the nature of each site. Is that OK? Is confirming our commitment to diversity enough guidance for Site? We should be careful to portray the culture of each site to potential participants for each mtg, so there is a minimum of surprises and culture shock.

Would like to see an overall strategy for how to balance the mix of cultures that we'll visit, so the bd can give further guidance, if desired. Discussed whether there is sufficient guidance already in place, or not. Are we disempowering the cmtee by asking for a plan?

TASK: Site Cmtee will prepare for consideration at next Org Mtg an overall plan for variety of culture that they will attempt to balance.

Speaker's Bureau (Alex)

When can we use the name Art of Cmty. We are now getting requests for speakers or consultants about cmt. Should we ask a percentage fee for making a match? How far do we want to take this? This seemed to fall within the rubrik of the Referral Service discussed earlier. It is acceptable that FIC let it be known that a donation for referrals leading to business is appropriate.

Should we encourage people within a region to make their interest in being a resource-for-hire known to the FIC Office? Are we calling the July mini-event "Art of Cmty"? Exec Cmtee approved the use of that name for July. Would like to see a policy request about this at next Bd mtg. Found the mention in the Exec Cmtee e-mail minute inadequate to explain the issue.

Noted that Exec Cmtee did not submit a report for this Org Mtg, and that was inappropriate. (They promise to do better in the future.)

TASK: Gatherings Cmtee will develop a proposed policy for consideration at next Org Mtg on use of "Art of Cmty" name.

Until such time as there is an established policy, the Exec Cmtee can continue to make ad hoc decisions about such use.

Site Selection (Bindi)

Need guidance for how to select Org Mtg sites that are within economic range of the bd members.

TASK: Site Cmtee will create a set of questions for bd members and imps (?) regarding limits or concerns about participation at future Org Mtgs. This will include non-monetary factors. Site will include in the request a time limit for response. No rsonse will be interpreted as having no conerns.

Development Proposal (Jeff)

Development Office Budget

(See handout) This is not a budget for what will be spent this year, and the money will only be spent if it's raised. Seeking authority to spend money in these ways if raised.

Postage is for multiple prospective mailings. Prospect cultivation includes \$2000 in travel to key mtgs, plus

accommodations, food, and entertainment. Also mtg expenses. Acknowledgements includes thank you's and modest gifts showing appreciation and maintaining contact. Special events may mean a fundraising breakfast, or the like. Research & publications is periodicals and library research.

Q: Would approval of this budget allow the Coordinator flexibility to shift monies among line items? Recommendation is that we don't activate the program until the lesser amount is raised.

Q: Will we track the percentage of resources that go into administration, as opposed to direct services? Jeff reported that the standard is that at least 80% of funds raised go into direct services. It is agreed that tracking this percentage is useful. We might be well served to track in-kind donations.

Q: Should we ask the Development Cmtee to develop a business plan, and funnel it through the Finance Cmtee before approving? Would prefer that we focus on identifying the parameters within which the budget will be developed.

Issue: offering a salary for Development Coordinator that is much different than what we offer others.

Q: Why is salary (\$40,000) so low? While low in the industry, Jeff felt it possible to get a quality person for this amount. He attempted to aim for the low end given the level of current salaries.

Issue here of whether we can commit to a compensation policy in which the Development Coordinator's salary has a balanced relationship to what others get. It is agreed that we are not succeeding in compensating at a rate that is a living wage, though we intend to get there. It is only possible to get people to do the work now because of a willingness to effectively donate services (by accepting wages below what's needed for a living wage). Can we accept this unbalanced salary as a necessary beginning, in order to break out of the low wage cycle? Laird is serving as coordinator on a temporary basis (he expects the shift to 10 hours/week on development to be semi-permanent) so this is a real issue. Tony is not ready to approve the proposed budget, though he wouldn't block.

Jillian willing to allow the unbalance in the interest of leading the way toward higher compensation all around. Feels comfortable proceeding if coupled with a commitment to re-examination of compensation levels.

Caroline: to fulfill our stated mission, we need to make a jump. It's scary, but we need much more money and human resources. Willing to take this chance.

Paul: ready to move ahead and take the chance.

Tree: liked the idea of more time to digest. Willing to commit to e-mail availability and understands the desire to move forward as quickly as agreed can be effected.

Could we research those groups who have a reputation of being effective in using funds raised for direct services, for informing our deliberations.

AGREED: No decision about Development Budget at this time, though the bd committed to laboring with this issue further as a priority, via non-plenary communication, to try to reach agreement on how to proceed. The Executive Cmtee is explicitly empowered to act on this as needed, in view of the bd's input.

SESSION 13 • MAY 21, 1998 • 10:45 AM-12:15 PM F: Tree, R: McCune

Financials II: Revisions to 1998 Budget (Tony)

Handouts: 1997 report, including Project Areas, and proposed revisions.

Summary: There are 2 new budget areas this year: Vision and Development. Directory income is better than projected last Fall at Sunrise. Interest earnings are improved, with more money in the bank.

Q: Where is the Cmag \$5K gift? Not in 1997 report. Will show in 1998, allocated for use in 1999.

Q: What about net earnings on Art of Cmty events? A short dialog cleared up net vs. gross earnings.

Q: Where is the \$60K Directories debt? Shows on the 5 year plan and the balance sheet.

The Development and Vision budgets are supposed to be a net zero area. There is a risk, but the assumption is that it will balance out.

Q: Cmag debt of \$15K; is that being addressed by any specific committee or person. Paul: I'm working with Diana and Lance, looking at financial info. We've also lined up a new printer, promises lower print cost. Discussion discontinued because it wasn't about budget revisions.

AGREED: We acknowledge official receipt of the 1997 financial statements.

Cautionary note: Though we've tightened up and our organization is in better financial health, we should not be lulled into thinking everything is fine now. We need as an organization to focus on more than cutting expenses. Also focus on income.

Vision Budget

This proposed new area would include a vision coordinator hiree, travel expenses, phone, misc. The proposed amount is \$6600. The emphasis in this work is for regional gatherings, regional committee work.

Q: Can we itemize phone and misc overhead? Depends on who does the work. The Misc category could include unforeseen items as well as general overhead.

Development Budget

Laird would coordinate, hire an assistant. The proposed amount is \$5500 for this budget. Laird's salary would not change. Lack of consistency in budgeting for office overhead is noted. Tony: We're aware of it.

How would this budget actually work? Would we be able to spend more if more comes in than expected? No. As the money comes in, Development will have to approach the bd and ask for more authority to spend.

Proposal: raise the amount in the combined budgets for Development and Vision from \$12,100 to \$14,600, total spending to increase the startup money for labor. If fundraising money comes in, the Executive Cmtee could approve a larger budget in interim session to go beyond \$14,600.

AGREED. The combined Vision & Development budgets are increased to \$14,600 for 1998.

Proposal: grant \$10,000 further authority to management of Vision & Development. If Vision & Development earn back all of the original \$14,600 expense, then authority would be granted to spend up to \$10,000 additional.

AGREED. If Vision & Development earn back all of the original \$14,600 budget for 1998 then, authority is granted to spend up to \$10,000 additional

Interim Oversight Cmtee mtg.

Propose \$1500 for this.

FREEZER: travel budget for interim Oversight cmtee mtg.

There was some negotiation about when general budgetary discussion could happen.

Vision Plan Minutes Agreement (Laird)

AGREED: to proceed with the Vision Cmtee's recommendation to develop materials and support for hosting on the order of 25 or more small group mtgs around the continent between now and the next Org Mtg. Each bd member and imp is encouraged to host at least one or two of these sessions, which can be in a variety of formats: anything from an evening discussion at someone's house to organizing a special gathering in the context of an appropriate cmty-related event you'll otherwise be attending. Invitees to these mtgs are meant to include both those already familiar with FIC and those who are not. Special attention may be paid to inviting people with a proven interest in cmty who have not been active in the Fellowship to this point.

It is intended that these mtgs serve three primary purposes: 1) to gather input on questions related to the nature of the cmties movement, the desired relationship of the movement to the wider culture, and the perceived need for a network organization; 2) to disseminate information about what FIC is doing; and 3) to build relationships with participants (to explore ways we might work together in the future).

The Vision Cmtee will provide a set of standard questions to pose during the small mtgs. These are meant as guidelines for the information to gather, and it is expressly at the discretion of each focalizer to follow their intuition about the most dynamic and productive lines to pursue in the discussion.

In addition to small mtgs, we encourage would-be focalizers to ask related orgs for existing vision statements, and to consider conducting phone interviews with people who turn down invitations to attend the mtgs. Alternately, focalizers might create on-line discussion groups based on the established questions. Results from these efforts will be routed to either the staff assistant or Mary Schoen-Clark, who has agreed to coordinate the compilation of input.

Focalizers will be expected to report on the outcome of their mtgs, either through written reports (paper or electronic) or oral debriefings with the cmtee-designated collector of the input. In turn, this input will be summarized and presented to bd andimps for digestion ahead of the next Org Mtg. A copy of the summary will also be mailed to all participants of the small mtgs.

To assist the focalizers, we will hire a part-time staff person (10 hours/week for six months at compensation up to \$10/hour) to provide logistical support for the small mtgs. This staff assistant will make sure that potential focalizers are aware of contact information for possible invitees in the vicinity of proposed mtg locations, help make sure that information supplies and/or presenters (or back-up focalizers) are on site for mtgs, and otherwise help prepare and debrief focalizers after the event.

The Vision Cmtee will meet ahead of the next Org Mtg to refine the input and suggest the best way for the board to take next steps.

Travel Subsidies (Paul & Harvey)

Handout.

1. Create two separate travel subsidies. One for Bd and one for those not covered within their project area budgets. Paul & Harvey recommend that allocation formula for Bd be left as is.
2. That there be a separate fund for critical cmtee managers, administered by Oversight or its designated body. That there be established four tiers of participants identified as being of critical importance to receive subsidies. See Handout for list of Tiers.
3. That guidelines for considering travel subsidies be created according to need, demonstrated commitment, value added at org mtg.
4. Oversight Cmtee would create an allocation formula for the second fund.
5. The budget amount in the revised budget would be \$1000 per Bd mtg for the 2nd fund.

Questions & Discussion

Q: The budget is for the next meeting? Yes.

Q: Why put Development in Tier 2 instead of Tier 3? We rate this as critically important.

Q: Why not Tier 1? We can only afford so many subsidies. What's important is that we get each critical function represented.

These are guidelines, not rules.

Q: Oversight can distribute the money as it sees fit? Cmtee will have to set up criteria and then adhere to them. This would be interim; Oversight would report back to the Bd.

Need a cmtee for administering this whole business. Oversight could watch over this closely, but not implement.

AGREED: A separate Travel Subsidies budget was created under administration of Oversight Cmtee. Criteria for administration will follow the recommendations of a four tier system as outlined in the above proposal.

AGREED: Proposal 3 guidelines were accepted and placed in same paragraph as Proposal 2.

AGREED: There will be no set allocation formula for the separate travel subsidies budget.

We need to spend extra money as we've shifted more tasks off the Bd to others. We'll lose people in the short run if we can't subsidize.

AGREED: A \$1000 increase, raising the overall Travel Subsidy budget to \$3000 for the year.

The above proposals skirt the important issue of building and maintaining the sense of community we have within our organization. Let's not lose sight of this.

Committee to select the Nominating Cmtee (Hank)

Propose an increase in Nominating Cmtee size. Bill, Diana, Terry O'Keefe, and Lois Arkin have agreed to serve.

All have agreed to attend next 4 bd mtgs. There would be two levels of time commitment, one and two year terms, staggered. Requires bd approval to have staggered terms.

FREEZER: Proposal for concurrent terms was tabled in view of requirement for bd approval and for lack of mtg time to continue discussion. Current policy will remain until proposed at a future bd mtg; all terms still will run for two years concurrent.

SESSION 14 • MAY 21, 1998 • 3:00-4:30 PM F: Hank, R: Geoph

Photo Tour Proposal (Adam)

(See handout) This is a very rough draft letter of inquiry to the Ben & Jerry Foundation. Adam realizes it needs considerable work, and wants FIC people to work with him to revise it. He plans to visit six established communities and do a photo essay of each, and hopes to help dispel many myths about ICs. He had originally planned on featuring only FEC groups; now (because of this mtg) he's feeling inspired to check out other FIC communities as well. He wholly supports an FIC person or cmtee having editorial oversight. He showed about two dozen demo slides.

Adam is also planing to write the text for the book; he sees it as an art book.

Discussion:

We have responsibility as a board to make sure if it's associated with our name that it's in line with our values. We have no policy in place to handle this.

TASK: Oversight Cmtee will review the routing to ERB for compatibility with FIC's vision and mission, that it's in a form appropriate for being linked to FIC, and that it properly reflects the relationship of the project to our org.

There is also a PR role to examine.

Because he's conceiving this as a 501(c)(3) pass-through, we need to consider building in an FIC admin overhead fee (this proposal is friendly to Adam). It could just be stated as a percentage of the proposal budget.

Adam envisions potential proceeds going to FIC, and is open to FIC using its discretion to decide how to use such funds, though he's personally inclined to support the Development Fund.

Rights of use for the images? He's planning to send copies of photos to Cmag, and we will have unlimited rights to use the photos. Any outside requests for reprint rights would go to Adam.

Concern expressed for how much work is already assigned to Oversight, and note to Adam that there has been some elaborate ERB process in past that has slowed down other projects (he assures us he's a very patient guy).

AGREED: To support Adam's photo project. The Oversight Cmtee will oversee the project so that it is in alignment with FIC values and puts us in an appropriate public light.

Art of Community: Balance (Alex)

Board guidance about goals for future Art of Cmty events: how to weigh equally the ideas our desire to make money with accessibility and developing our constituency. A big fear is that the individual's conception of balance is different from the sense of the group, and we need to give a clear guidance to the Cmtee about what the group as a whole wants.

Events Cmtee is now planning lead time sufficient to present detailed plan to bd, so that not a lot of specific work will happen before there is a check-in with the board. Cmtee feels good with the recently increased amount of guidance.

AGREED: To approve the minute carried over from Tuesday afternoon. [That we define constituency as anyone seeking more cmty in their life. That we align with the idea that any given Art of Cmty not be expected to serve that whole constituency (it will be balanced over time by different Art of Cmities), and that within that definition the bd values equally making money and providing service to that constituency. The Events Cmtee is empowered to make their best judgment on how to balance these two goals.]

Personnel Committee Report II (Caroline)

Intend to do a lot of work between now and the next board meeting.

Recommending Jillian & Paul to join the Personnel cmtee. Dan has withdrawn for now (list him as inactive?).

Jenny will continue but will miss the next org meeting. Caroline has agreed to continue, at least through the next meeting. Suggestion: Need to keep in mind bringing in newer people to this work. Some disagreement: better to have the new people in the overall cmtee structure, but not specifically in the Personnel Cmtee.

AGREED: Jillian & Paul will join the Personnel Cmtee.

Out of 35 positions and cmtees, we have only nine job descriptions in hand—this is not good. Nearly all of them are rough drafts that need more work.

Q: how does the board give input and how does it approve the job descriptions? What is the process for getting them into a good and useful form? Whoever is responsible for establishing a group needs to see that a job description is created. Personnel will be the repository, and the final draft needs to be approved at some point in some form by the whole bd (e-mail posting, allowing two weeks for feedback). Need to identify an individual who will focalize this process. Board needs to approve job descriptions only on cmtees and staff created by the bd.

Timeline: asap.

Need a policy: convenors of the HR cluster grapes need to come together at each board meeting to select their rep until the next bd mtg. The HR rep does not necessarily need to be one of the convenors. One present problem is that it's not clear who is the convenor of each cmtee. Do this process in the spring, for a one-year term. (Strong support for this idea)

How does the bd want to deal with the overall question of salaries and salary increases? Relationship of Personnel Cmtee to this question? This kind of decision needs to happen from a central administrative position -- currently it's the Oversight Cmtee, like it or not, that makes recommendations to the bd. We need to establish a cmtee to develop the concept of what we see as a "living wage," incorporating the idea of having a volunteer spirit and balancing those two concerns.

TASK: Personnel Cmtee will come to the next org meeting with a proposal on creating a cmtee to develop the concept of what we see as a "living wage."

Draft of policy statement about when we want to put someone in a staff position between org mtgs: In the event of an opening occurring between org meetings at the officer or primary staff level, it is the responsibility of Personnel

to begin a search for qualified candidates. The Executive cmtee may appoint a person to fill the position on an interim basis, until it can be addressed at the next organizational meeting.

Primary Staff = office mgr, executive sec'y, corresponding sec'y, publications mgr, treasurer, development coordinator

The Personnel cmtee has drafted a very rough job description for itself that needs much work. They will post it and are open to feedback.

The original idea in our restructuring process was that each cluster will set up relationships within the cluster, but this hasn't been happening yet. Is it the Personnel cmtee or the Liaison's responsibility to make the inter-cluster communication and authority work?

Concern that we agreed to think of clusters as task areas (functions) and not necessarily specific people or specific groups. Have we lost track of this directive? The desire to define the intracluster links does still apply to the actual cmtees within the clusters. Liaison role is clearly this, but right now they need a model to develop this idea more, which needs to come from Oversight.

ERB will not have it's third staff position filled yet.

TASK: Executive Cmtee will fill the open (third) position on the ERB.

TASK: Executive Cmtee will look at ways for handling the things taken off of Laird's plate.

TASK: Office will send current Restructuring Packet to Hank, Scott, Elph, Rebecca Campbell, Bindi, and Diana M. (Jenny will notify the office to do this.)

TASK: The Personnel Cmtee will find someone to gather the remaining job descriptions and create a policy manual (the Restructuring packet will go in there too).

The most important issue for this mtg: Our personnel crisis is worse than our financial crisis, and there isn't a realistic plan for how to address it.

TASK: Oversight Cmtee is responsible for creating a plan to address our personnel crisis. Personnel Cmtee is willing to support them in this process.

We need to grow the Personnel Cmtee into a paid staff position.

TASK: The Personnel Cmtee will track the hours required to do its work, and provide an accounting of its hours for next bd mtg.

Laird's Time II (Laird)

Four topics to consider:

- Salary component
- Job evaluation need
- How Laird sees his role in the org, especially in the context of income generation
- Decision about whether to formally move him into the Development Coordinator role

Personnel Cmtee is now working to recruit a person to take on the 10 hrs per week needed to handle correspondence, plus 9 hrs per week as our Publications Coordinator. Assumption has been that Laird's thus freed up time will be shifted into the Development Coordinator position. The people picking up that half of his time need to be paid up to \$10/hr. Can we include half of Laird's time in the development budget? Payment for hours he's dropping is already in place. (Personnel Cmtee has a candidate in mind, working for \$10/hr, but not yet ready to offer a proposal.) We need to know how much we'll need to pay to replace Laird's dropped hours.

AGREED: Budget \$10/hr (and pay up to \$10/hr) for up to 13 hrs/week, increasing the Development "at risk" budget by approx \$3000 to compensate Laird's time. This would cover the hours of the new Corresponding Sec'y role and the Publications Mgr work. This budget item would be in the Development budget only for the remainder of this year, then we'd revamp the general budget to include it.

Given these new expenditures and the cash flow, it might make it hard to pay back the PEACH loan.

AGREED: It's okay to pay on the PEACH loan, or to not pay it if cash flow doesn't work.

Laird now tries to look at income-generating opportunities, but he is moving away from those (like Cmty Bookshelf, Art of Cmty, audio tapes promotion, deals at host sites). We are not talking about any other forms of income generation except for development, so we have an eggs-in-one-basket angle which puts us more at risk.

We removed other things from Laird's plate, but hope we left time to develop things like that. We do have an ad hoc business development cmtee in place, so we are doing other things.

Job descriptions would help: Laird doesn't need to sell audio tapes -- we need to recruit someone else to do it. Laird has

made a list of all the major tasks he's been doing and has turned over to Personnel draft job descriptions for Secretary, Publications Manager and ERB. He's also helped Cecil draft a job description for Office Manager.

Would like to see Laird focus on two things: development coordinator, and to just THINK about the big picture for the organization.

General conversation in a plenary is a bad way to give a person feedback. What other evaluation methods would work for Laird? This falls into the Personnel Cmtee domain, to think about our evaluation procedures.

Laird: Important at this stage is that he be clear on what people want, that he really gets it and is working in that spirit.

COOLER: Conversation deferred to tonight's sharing session.

SESSION 15 • MAY 21 • 5:00-5:30 PM F: Paul, R: Alex

Evaluations

What Worked

- Nice meeting room - good for our size
- Great hosting
- Snap pea
- Lots of people playing support roles
- Mostly great facilitation
- Good intentions
- People stayed on topic
- Open to change
- Herculeanian effort of the Personnel Committee
- Great work by Finance Committee
- Restructuring is really taking hold
- Great food
- Speaking up when the topic wasn't board level

- Made movement even in tough times
- Activity by non-board
- Better at knowing what is a value issue
- Site/ Gathering Report good at informing board of unclear board issues
- Oakers gracious - no bad vibing
- FIC was great guests
- Twin Oaks is pretty
- great xerox machine
- Caroline's xeroxing
- Heather's bridging role
- Lots of heart present
- Hard work by all
- Nice to approve a newcomer proposal

What Could Be Improved

- Reports need to be done early
- Five hour blocks of meetings are unproductive
- Not enough time
- More playtime
- Need long blocks of daytime and playtime
- Community labor scheduled during meetings is awkward
- Too much sugar
- Changing meeting rooms is hard
- Doesn't work to run an org by meeting twice a year for a week
- Some A/V good, some could be improved
- Reports / Proposals need to show what is called for: Decision? Values Discussion? Action? Info
- Didn't inform host community of agenda changes
- Nice to have host community members present
- We miss Betty!
- Oversight committee didn't do much work, was overlooked
- Leaving lights and computer on
- Not enough singing

Not enough laptops

TASK: Agenda Committee will use the evaluation to help in planning next time.

SESSION 16, FIRST SESSION OF NEW BOARD • MAY 21 • 5:30-6:30 F: Caroline, R: Jillian

Choosing Executive Committee

Note that we're really looking for an active Oversight cmtee. There is a commitment around responsiveness. The key thing is letting people know when you don't have time.

Harvey has the concern that an interim meeting would be hard without Barbara, might be hard for him to leave. Possible idea to have the Oversight meeting at Dunmire Hollow.

AGREED: Executive committee is Harvey Baker, Jillian Downey, and Geoph Kozeny.

Choosing Liaisons

Discussion of the role of the liaison. Liaisons might look to ERB for a model -- its role is oversight, watchdog, assistant. It doesn't necessarily tell people what to do but it says this or that is a board level values issue. Some confusion over the definition of the liaison. Are they checking in all the time? Very active role? Being pro-active and helping to develop things? Or just being there if the cluster needs help?

Some think of it as just a communication avenue. Others were unclear if liaison is meant to have a more manager or staff-like role, since a good manager facilitates things to get the work done. The liaisons will be implemented in different ways, depending on the cluster.

Note that the events cluster is slated to bring in \$15,000, we need to provide it with the liaison support it needs. Other clusters aren't as critical to our economic health.

AGREED: Liaisons are:

Hank - Membership

Ira - Admin

Tony - Events

Geoph - ERB

Jillian - Community Services Liaison

Paul - Finance

Jeff G - Human Resources

Tree - Outreach

Harvey - can't take one on.

AGREED: We let Education ride without a liaison for now.

AGREED: Tony is empowered to find other people to join him as events liaison — an events support and review board, similar idea to ERB. Requires Bd or Executive Cmtee approval.

Appendix A: Handouts

Board members and other imps who attended the Meeting should have received handouts, including: Agenda, Development Committee proposal, Organizational Structure Cluster Diagram, Vision & Mission Statement, ERB Report, Referrals Proposal, Authority Issue, Web Weavers Report, NetWorgs Committee Job Description, Cmag Report, Laird's Time, Publications Manager Report, Secretary Report, 800 Number Issue, Credit Union Proposal, Events Committee Report, Finance Committee Report, Business Development, CCP Video Proposal, Community Bookshelf Proposal, Capital Fund Proposal, Travel Subsidies Proposal, Communities Database Report, Photo Book Proposal, and a Participant's List.

Financial Handouts include: Budgets, Balance Sheet, and Income and Expense Reports for: Directory, Cmag, Office, Art of Community, Membership, WWW, Development, and Vision.

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

Appendix B: Task List

TASK: Dan Q will do research on long distance services. He will tell Laird, Cecil, and Membership cmtee what he finds.

TASK: The Oversight and Executive cmtees will look at some of the unresolved issues concerning Laird's time before the next meeting. (sees Session #7 for more detail)

TASK: Oversight will make recommendation to the bd about which cluster the newsletter belongs in. If it remains in the Membership cluster, this doesn't need to come to the bd. They are also tasked to make recommendations as to the goals of the newsletter and who oversees it.

TASK: Ad Hoc Business Development Committee will stay in consultation with Jeff and connections with biz development group. If necessary develop guidelines and bring back for bd consideration.

TASK: Develop a set of guidelines for acceptance of capital fund contributions.

TASK: Ministry should look at how do deal with addressing interpersonal dynamics over a long term.

TASK: Site Cmtee will prepare for consideration at next Org Mtg an overall plan for variety of culture that they will attempt to balance.

TASK: Gatherings Cmtee will develop a proposed policy for consideration at next Org Mtg on use of "Art of Cmty" name.

TASK: Site Cmtee will create a set of questions for bd members and imps (?) regarding limits or concerns about participation at future Org Mtgs. This will include non-monetary factors. Site will include in the request a time limit for response. No rspnse will be interpreted as having no conerns.

TASK: Oversight Cmtee will review the routing to ERB for compatibility with FIC's vision and mission, that it's in a form appropriate for being linked to FIC, and that it properly reflects the relationship of the project to our org. There is also a PR role to examine.

TASK: Personnel Cmtee will come to the next org meeting with a proposal on creating a cmtee to develop the concept of what we see as a "living wage."

TASK: Executive Cmtee will fill the open (third) position on the ERB.

TASK: Executive Cmtee will look at ways for handling the things taken off of Laird's plate.

TASK: Office will send current Restructuring Packet to Hank, Scott, Elph, Rebecca Campbell, Bindi, and Diana M. (Jenny will notify the office to do this.)

TASK: The Personnel Cmtee will find someone to gather the remaining job descriptions and create a policy manual (the Restructuring packet will go in there too).

TASK: Oversight Cmtee is responsible for creating a plan to address our personnel crisis. Personnel Cmtee is willing to support them in this process.

TASK: The Personnel Cmtee will track the hours required to do its work, and provide an accounting of its hours for next bd mtg.

TASK: Agenda Committee will use the evaluation to help in planning next time.

Appendix C: FIC Board, Clusters and Committees

Spring Organizational Meeting, May 18-21, 1998, Twin Oaks Community

BOARD

Geoph Kozeny
Hank Obermeyer
Harvey Baker
Ira Wallace
Jeff Grossberg
Jillian Downey
Paul DeLapa
Tony Sirna
Tree Bressen

Treasurer (Job D. done)

Bill Becker

Program Development Committee

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ADMINISTRATION CLUSTER

(liaison = Ira Wallace)

Executive Committee (Job D. done)

Geoph Kozeny

Harvey Baker

Jillian Downey

Executive Secretary

Laird Schaub

Oversight Committee

(Exec Cmtee plus Treasurer, Exec Secretary, and Human Resources delegate)

Geoph Kozeny

FINANCES CLUSTER (liaison = Paul DeLapa)

Finance Committee (Job D. done)

Bill Becker

Geoph Kozeny

Laird Schaub

Tony Sirna (c)

Harvey Baker

Jillian Downey

Bill Becker

Laird Schaub (c)

Caroline Estes

Corresponding Secretary

Laird Schaub

Office & Office Manager

Resource Development Committee (Including Fundraising)

Harvey Baker

Jeff Grossberg

Laird Schaub (c)

Mary Schoen-Clark

Tony Sirna

Betty Didcoct

PUBLICATIONS CLUSTER

(liaison = ERB = Geoph Kozeny, Laird Schaub)

Editorial Review Board (Job D. done)

Geoph Kozeny

Laird Schaub

Publications Manager (Job D. done)

Laird Schaub

Communities Directory Committee

Elph Morgan

Jillian Downey

Communities Magazine Committee

Cecil Scheib

Diana Christian

Lance Scott

McCune Porter

Patricia Greene

Paul DeLapa

Valerie Renwick-Porter

Web Weavers Committee (Job D. done)

Elph Morgan

Jillian Downey (c)

Michael McIntyre

Velma Kahn

Harvey Baker (advisory)

Pamphlet Series Committee

Diana Malsky

MEMBERSHIP CLUSTER

(liaison = Hank Obermeyer)

FIC Newsletter Committee

Rebecca Campbell

Cecil Scheib

Vision Committee

Hank Obermeyer

Jeff Grossberg

Keenan Dakota (new)

Laird Schaub (c)

Paul DeLapa

Betty Didcoct

Bobbe Lee Akesson

Membership Committee

Tree Bressen

Scott Williams (c)

Rebecca Campbell

Membership Development Committee

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EVENTS CLUSTER

(liaison = Tony)

Site Negotiation Committee

Alex McGee

Bindi (c)

Ira Wallace

Agenda Committee (Job D. done)

Alex McGee

Caroline Estes

Geoph Kozeny

Laird Schaub

Paul DeLapa

Tree Bressen

Gatherings Committee

Alex McGee (c)

Ira Wallace

Valerie Renwick-Porter

Elke Lerman (imp)

Minutes Committee

-

Facilitation Committee

Alex McGee

Caroline Estes (c)

Laird Schaub

Tree Bressen

Organizational Meetings Committee

Heather

Jenny Upton

OUTREACH CLUSTER

(liaison = Tree Bressen)

Media & PR Committee

Diana Christian

Ira Wallace
Tree Bressen
Student Co-op Committee
Elph Morgan
Jillian Downey
Tony Sirna
Speakers Bureau Committee
-
Tour of Communities Committee
-
Seekers' Referral Service Committee
-
**Networking with Other Organizations
(Networks) Committee (Job D. done)**
Ministry Committee
Diana Malsky
Harvey Baker (c)
Ira Wallace
Marni Rachmiel
Tony Sirna
Ombudsperson
Harvey Baker
Community Health and Wellness Committee
Geoph Kozeny
Harvey Baker
Ira Wallace
**Board Selection Process (ie Nominating)
Committee**
Bill Becker
Diana Christian
Harvey Baker
Jillian Downey (c)
Lois Arkin
Terry O'Keefe
Inreach Committee (Job D. done)
Bindi
Diana Malsky (c)
Heather
Marty Klaif
**Management Training and Mentoring
Committee**
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Elph Morgan (c)
Jillan Downey
Jeff Grossberg
Regional Networks and Organizing Committee

HUMAN RESOURCES CLUSTER
(liaison = Jeff Grossberg)
Personnel Committee (Job D. done)
Caroline Estes (c)
Dan Questenberry (inactive)
Jenny Upton
Jillian Downey
Paul DeLapa

Conflict Resolution Committee
Diana Malsky
Marty Klaif
Internal News Sheet Committee

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Consensus Training and Use Committee
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COMMUNITY SERVICES CLUSTER
(liaison = Jillian Downey)
Loan Fund Committee
Harvey Baker (c)
Dan Questenberry
Information Clearinghouse Committee
Harvey Baker
Consulting Committee
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EDUCATION CLUSTER
(liaison = none)
Life School Committee
Caroline Estes
Diana Malsky
Community Education Consortium
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Workshops Committee
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