

FIC Org Meeting Minutes

Manzanita Village Cohousing

Prescott, AZ

April 5-7, 2013

FRIDAY April 5th FIC Org Meeting Opening Session:

Present: Board: Marty, Alyson, Tony, Harvey, Betsy, Lincoln. Staff: Laird, Ma'ikwe, Amanda, Christopher
Guests: Steve Fuji; Jack, from Manzanita Village, Patricia, Joan Burell, Lou Burell
Facilitator: Harvey
Notes: Betsy

Financial Report (Tony)

2013: Retail sales are down, book shelf, video, directory, all down, CMAG is doing ok due to Christopher's efforts

Office project: Indiegogo \$12,000 raised out of a \$90,000 project to build a new office

In 2013 we are on the same course so far to lose money, in 2012 the net loss was \$23,000

We have not realized much change in 2013 except for CMAG ad sales

Subscriptions a bit slow in 2013, we are not selling a lot of product on our web site, because we do not have a new product to sell. So less traffic is being driven to the web site.

Development:

Office capital campaign, and a good result from the year end pitch, in general donations, there was a bump in the January initiative

Laird: we expected a bump in membership revenue due to the increase in directory fees, charging for listings has not happened yet, Laird says that his targeted solicitations for the green office have slowed his ability to get other donations

web site is breaking even, donations, direct ads and Ad networks (google), classified ads, and charging for directory listings are the income streams from the web site

Book shelf: what is value of our inventory? Christopher says he does not know but it is higher than \$12,000. We also have donated inventory, Ma'ikwe says its \$16,000 including Building United Judgment.

We have things that we publish ourselves and things we buy at wholesale and sell at retail.

Nominations (Marty) we can have up to 12 members; currently have 7 board members. The requirement is that you have been to 2 meetings in order to be on the board, Harvey, Marty, Tony and Lincoln have terms that are up. Full nominations report will be made on last day.

New Item: E-news letter: proposed to go out to the e-news member list once a week, one topic per email, 13,500 people are on the list. These will include fundraising pitches. We need to give valuable info that will help a reader's community thrive, not just products or asking for money, staff member intros.

Tuesday mornings may be best -to get readers response: according to general research; but (see below comment) we seem to get good response from Saturday mornings (our current practice) also.

Christopher, says every Tuesday on the eNews and on 1 Saturday a month, Amanda is the content coordinator, we can have guest writers and Laird and May writes the Bookshelf review, Social Media is a way folks can share and receive more info. Amanda says tree hugger is good example of doing this well, McCune says he is not that excited about e-news, hard to get people to write stuff. We need to give people what they need says Allison.

Harvey says that we want quality not quantity,

Ma'ikwe says UpWorthy is a good example of what we want to do and you can send 5 links a day if its good

Tony says best way is data driven so what was found to be best for our group was Saturday 3 years ago. Our list may be needing a different day than the conventional wisdom.

Tony says a new product solicitation went out on one day and got 30 sales and sent the next day and got 30 more sales and that is mainly due to the fact that we got 14,000 people and they check email on different days

Tony says we can track opens and clicks and unsubscribes

Amanda: do we want to implement something like infusion soft

Allison: how can we capitalize on the web site, can we tie the article in NY times to book on our site and what we do as an organization, and put this all into our E-News

Marty says interesting titles yields opens, Tony was doing the same thing with Community Buzz, you get a google alert that someone wrote an article on Co-housing

It did draw people to the Web site, connect them to us, and get the email to open, it's all connected and based on increasing our relationship with the people who are part of this movement, depth of relationship and giving people a connection.

There used to be a special FIC News letter for members.

How can we tie the outreach we are doing to being an FIC Member?

Saturday morning first session, 04-06-2013 ~ 9-10:30am

Present: Amanda, Betsy, Laird, Ma'ikwe, Lincoln, Christopher, Marty, Tony, Alyson, Jack, Ben, Kya, Harvey

Topic 1: Website (60 minutes),

Facilitator: Harvey

Notetaker: Amanda

Slideshow presentation from Susan Sloan who skyped in for the session

Website goals:

committed to breaking even this year. Budget shows how we came up with that.

Donations - for funding operations, development - this is not a reliable source of income for long-term sustainability

Website must be updated now to better serve our own needs and our constituents

Website sustainability:

advertising income

donations to the website

Site users want to help

people who are creating listings have comments and when told that we are raising money for the site said "I will make a donation" (one example)

Donation campaign

for redevelopment work

how to finance web development work

donate ad on the directory search results pages and as a placeholder for unsold display ads (this went up days ago)

donation request email

endowment fund - monies already given to invest in the ongoing sustainability

eNews - donation call for development of the website

endowment fund - this would be plenty to get the job done! (over \$20K)

Management Structure

was very difficult to get things shifted, example of Christopher's desire to shift accounts receivable...13 emails, 12 days, input from 9 people...

want operational decisions to be made closer to the action, in a more timely manner and based on sound biz practices.

empower your competent staff to do their job!

Web tech work priorities

security related issues (transaction related, malware on site)

\$\$ related issues (increasing income, reducing expenses)

time sensitive content updates (48 hr max currently)

website development (will improve all of the above)

Presentation by Christopher / Finance spreadsheet

from 2010-2013, website is losing money every year

Ideas to generate income

ads:

new display ads, before offering many size options and it was confusing for people and we were trying to fill 1 or 2 ad spots. now we have 4 display ads, all the same size and placement and they are in all of the highly trafficked areas. Already sold 3 of those spots and raised the prices substantially and people are willing to pay. We can raise over \$4K/year in display ads

Ad sense ads - not enough data but Foxx completed recently and rolled out. Should help

Better ad platform - switched to google double click (old one using caused a Malware attack on the site recently). Now we have the best tools and they are free.

Important Media - old relationship and it fizzled out, they have an ad on the bottom of page and they pay \$100-\$200/month.

Better online classified ad experience - compared to other platforms lacking in ability to search and post which limits the user and the amt. of revenue. Now we have put the classifieds on the main menu nav bar and donate is one of the main items on the nav bar as well.

In order to switch we need to switch to Wordpress and there is a great plugin that allows more searchability.

affiliate links/ads: in addition to selling us display ads, there are such companies like solar ones that pay us referral fees if they get a sale through us. could bring in new streams of revenue

donation button on the website - uses eJunkie - targeted \$ for the website
want to ask new and updated listing to donate
would love to do a crowdfunding/kickstarter if necessary to build funds for the website redesign
Switching to Wordpress: the rest may be a little more technical, but a lot of information about
why Wordpress is better and will allow us to edit our own website with speed and accuracy. ex:
we can give just the events team the power to edit that one page...using WYSIWYG.
increase our manageability of the website
allows us to plug into way more technologies
plugins...huge community that works with it
found a plugin we can build the database in, as well as the store, the classified ads
additional SEO - allow more people to find us, get our meta data correct
Back issues of magazines as a portal -
can look at it as an enhanced subscription, or
a membership benefit.

Discussion:

Confused about how this is being framed because the way I think about a non-profit, it exists for a purpose and its programs are all directed toward a purpose and it collectively uses its resources to direct that purpose. Development can exist to support the overall goals. The website does not need to be a stand alone entity and break even. Program areas don't need to be break even things. It's great if it makes money. Having a donate button that is separate that goes to the website only and feels disjointed and where is Amanda and Laird being involved in the donate aspect. It's like the website is becoming it's own business

However, the website was asked to find more revenue

The website is our greatest asset

It's about using this asset to achieve our vision and bring in money...not as a separate asset that exists on its own.

Part of an overall strategy to bring in money to the organization.

This question is a board member discussion...some may have a slightly different viewpoint on a board level.

Summary so far: feeling that we need to have a global vision for the organization and this presentation feels like ... fear that we are losing a basis for bringing in \$ for FIC to reach our mission. We tell donors about this great thing that nobody else is doing...we are providing a great website, and magazine, and books and directory...it's all connected. Fear confusion for donors, fear that we will have a more difficult time having targeted donations for other things.

See an organization that lost \$23K last year. See a team that has done a lot of work to create a lot of revenue in our most important area, where we are getting 2,700 hits a day, where we have the best chance of getting donations, repositioned our advertising. Thinks they are doing things that are going to pull this organization from the brink. They are doing what we tasked them to do...to make the website make \$.

It is the board's responsibility to make sure that their work serves the organization in the best way possible.

Completely applaud that they are doing stuff and figuring out ways to bring in income. What feels missing is the organizational structure is that we are missing a connection between the website and other areas of development.

Want to have a sense that the organization is providing a clear sense of a safe container for the website to be a great income generator.

Susan commented that sending them to the endowment saying that \$ is being saved and earning 5% is out of integrity...this is not happening.

Went with the eJunkie button to see how this is working so we can track separately how the \$ is coming through.

If the website is losing \$, as a program of the organization, it can't lose money.

Another way of thinking is that it can be an income stream, and it can be a way for people to give to the website as a whole.

It could be completely supported by the users...the entire organization can be seen this way...needs to be integrated with other ways we are looking for donations.

Would be happy if all our donations went into one pot...okay if we want to do it this way. Not comfortable collecting money with the endowment label.

Our brand - that is what needs to be dominant...supporting the FIC brand, not one particular program.

Next discussion? - flag a conversation about non-profit and new hybrid social enterprise models...these are the more growing and energizing models of organizational structure. What does it mean to be a community-based organization rather than a non-profit?

How to proceed?

Personally comfortable with 80% of what they presented and there are about 6 board level discussions...we need to first identify the questions. Not sure that is served by going through each slide individually.

Look through the slides and ID the most important questions that need to be discussed this weekend.

The strategy to have a donation campaign / button for the directory listings: This has been coordinated with Laird from development and Marty as a board liaison. Laird has collaborated on this and the letter that requests donations for listings was coordinated properly. The donate button on the website is new and Laird was not consulted on this.

Main Questions for this weekend's discussion:

Endowment integrity

Where does the excess revenue go? (use of \$ that you bring in that is over their website budget)?

Can the website team say we are raising funds for the website to potential donors, or is that the development team's job?

How does the website donation campaign fit into the overall development strategy?

Donate button funds on the directory listings going to the directory only?

Question about branding on the site regarding the new donate button on directory listings.

Which pages is it on? Not on maps, but on search pages, etc.

What is the projected additional revenue that we will generate? This affects the endowment and other areas.

Coordinating the eNews with the tone, brand, etc.

Delegation and training, integration of new people into what we are doing.

Which aspects of today's presentation need to be approved by the board in order for them to move forward with their work?

Switching to Wordpress

Ads [SEP][SEP] [IN A LATER MEETING]

Organizational structure discussions - needs to work for the web staff as well

Magazine

Need a clear path on these discussions in order to move forward this weekend. This is the most important piece on our plates right now.

A lot of good stuff here.

Check in with Christopher:

Christopher feels miserable - that this is way over complicated, that we don't understand the history. Also he feels that we are asking Tony to check off on every step, but he is not wanting to engage. He feels like Susan and Christopher are doing a lot of work to research what is THE BEST option and we are saying it is actually Tony that decides.

Understand Christopher feeling discouraged because there is a lot of input.

Others did not get the sense that Tony needs to have a say in every aspect of the site, rather it is just the Store and Directory - and this is a reasonable concern.

It does get down to what Susan said - do we have competent staff that we can just turn things over to.

Tony is rightfully concerned because he has put a LOT of work into it and a LOT of capital and he is wanting to let it go. To some degree he has to determine what he can do.

Tony and Christopher's misery is the result of how we have set things up over the past 26 years and we end up here together...it's not making anybody happy or be a better than mediocre even though we are the best in the field. A lot of the frustration is about who gets to decide and this is why we don't get as much good volunteer juice as we could.

Outside perspective:

lots of heaviness seems to be around this.

transition can be looked at as a challenge and fight it, or as an opportunity!

Tony did great things, Christopher has great ideas. There is greatness in the room! Just the way that we hold it.

We are dealing with a transition between someone who has been burned out for a long time and a new team who has not been given enough structure within which to work.

both need to integrate well, and not burn out the people with strengths in the organization

[SEP]

Discussion on Switching to Wordpress -

How would overhauling the platform make Laird's list of website changes be delayed further.

Not sure about switching the store over to wordpress since we just switched, and the back office just switched. Would want to carefully evaluate the switch of the store and directory without careful consultation.

DECISION: Delegating the decision about how to proceed regarding switching to Wordpress with the web team + Tony as board liaison. Contingent that the Store and Directory switch require more evaluation before making that choice.

Tony is in a funny place...he isn't very available, but wants the new staff to know more of the background. If we as the BOD are the manager and we haven't yet come to the place where we totally trust our staff to make all web decisions related to finances, etc... we either need the ability to evaluate and Tony's input is essential, or we need to totally trust our staff. Don't want to be critical of the new team. How to step out gracefully from this? There is some stuff that has been very triggering about the way that Susan and Christopher have communicated about things that make it hard to work with this, so there is an emotional component that feels like it is very hard to do this...sorry that it is emotionally laden in this way. 80% of what they are talking about doing sounds great. Some questions. Not sure he has the time or energy to work with the team on these things to work out the solutions...may just need to let go. If Tony just let it go and it didn't go well, would he inadvertently get stressed out later? Not sure how it will go at this point...could go well! Maybe not. This relates to his decision to re-up or not re-up his board position.

Is there another person we could involve to do the analysis we are asking Tony to do? Or is he the only one able to do this?

Talk to people at COHO/US about their experiences.

Tony is the only human who understands our code base...if he is unavailable the team should reprogram things...what platform they do that in...don't know.

Michael McIntyre or Raines...plenty of people who can comment on whether we should go with a virtual server, etc. Understanding the needs of the directory and the FIC both are a unique skillset.

Foxx spends hours trying to fix things...it is complex. Not Tony's bad work around cooperation. It is the fact that it takes Foxx 2-3x longer than Tony since he wrote the code.

the approach that Christopher and Susan have been taking has been triggering for him...not full board work to do, but ways that the presentations have been made and the history of relationships and groups that have made it hard for Tony to work with the new team. Would like to see this worked on in this way - he is a really good resource for you. Encouragement to find out where those triggers are and why the approach is not working well for Tony.

Acknowledge that Tony essentially hand crafted a beautiful house for FIC, this incredible tool and database and thousands and thousands of hours...in another world it would have been a huge contract with a private contractor and a manual to go along with it...but he volunteered it. We are not talking about dismantling that and reconstructing a new one.

From a back-end user of this site, Wordpress is NOT a database driven site and we need a proposal that includes a plan for this vital function to move over. Goal is to improve the site. Technical conversations need to happen with various users to guide this decision.

[REDACTED]
SEP:

Saturday Morning Second Session: April 7, 2013, 11am.

AGENDA

Possible Structural changes : Where do we need to move?

Facilitator: Myra (MVC): Minutes: Betsy; Scribe: Alyson

Framing – Ma'ikwe – we want to look at larger scale things, staffing changes, relational changes. Big Picture.

Overlapping images of org: - functional areas

Circles overlap in programs, business, and development (programs might=administration)

Roles: Another way is a functions chart: executive center; with spokes, biz, communications, and development director.

Talked about these things.

Could have an org chart that matches the roles.

Business for example might be a portion of various functions, biz, cmag, directory, etc.

Discussed having one manager report to board.

Have had org charts in the past,

Bubbles not useful to this discussion.

Ma'ikwe and Laird prefer not to look at org structure visually.

Lincoln –let's use the talents we have today so we can get to quickest action. How to use Christopher's talents as a Biz mgr, with Laird as ED/ES providing exec oversight. Everyone reports to Christopher, and Christopher talks with Laird.

Problem is we're hemorrhaging money, and 9 months to bankruptcy.

All program areas report to Christopher except Development. He would always be checking in with Laird and Development.

FOCUS/Goals

avoid bankruptcy; Bring prosperity to organization

use current talent

clarify lines of authority and communications.

Clarify direction

Reduce reliance on board oversight and volunteers

Pay staff more and retain

Recruit new energy; train next generation

Better training and improvement of staff

Better mgt and delegation

Free up board to focus on larger issues

Reduce requirements of Board --- and Oversight Team

Clarify role of OS

Clarify role of Board/re-envisioning

Be able to make decisions; respond to opportunities faster and make better decisions.

Streamline staff and build trust

Operate in a way that supports our vision and mission and the quality of relationships.

The way we function is concordant with our values and mission; community is incorporated into our structure

Preserve community as part of FIC structure and operations

[Proposal of structure: board->ed/Development functions biz manager -> cmag; web site; directory; store; ad sales.

Discussion – we have a diffuse staff with small roles and small amounts of money; that's a problematic and challenging model. Let's look at less staff, more money

Priorities:

Perhaps focus on staff

What are mostly board, oversight, staff functions?

Which things are most important?

Let's gather solutions: suggestion that we look at board and staff issues as intertwined.

We need a little of both; one or two human beings primarily focused on FIC; someone holds it all the time. Empower a few burning souls, not necessarily scrap the whole system.

Let's keep 3 perspectives: board, staff, and constituents/members; divide into 3 groups.

Seemed to stay together

Proposal Generating. Let's not get too specific.

Tony – what does Laird think about expanding role of executive staff?

Would an executive director type position work for Laird or the organization? What's the history?

Would Laird work full-time?

Laird felt limitations are because we don't have people or time to do more. Feels good about how he uses his time. He can't immediately add more time. There are functions going unfilled that ED or Biz Mgr could do but we don't need org restructure.

An expanded ED – has to be a great person, we're asking a lot of such a person. Depend tremendously on collaborative support, emotional/psychological and thinking support of the Oversight Committee. He's nervous about going to new direction altogether. We've benefited

from people with deep community background. Christopher and any ED we'd have to look at their experience in collaborative process.

Laird: I do well with development and lots more could be done. And currently mostly falls on one person —I have had great assistants in the past. But I don't get much board support. We don't select for that in board members.

For us to have someone else do more development, the trap is Laird has specific personal relationships. He can't spend more time on development.

LAIRD's sense of gaps

Should we go to a more robust ED or Development Director. If we had a more competent innovative Biz Manager that could make a great difference.

Communications Director --- that's a new idea.

Inter-organizational

Site Committee

Marketing

Orientation and integration of new staff, board, and partnerships

Integration & Oversight and Laird – path of orienting new people in our culture

Complaints

Media

Oversight Functions not just as an Executive Board, but as an advisory Board or "confessional"; we need to keep that; it could be working.

1995, laird salaried, \$800 a month since 1995. Originally as all administrative, and Betty got paid as well, 1/3rd development; 2/3 exec secretary to board. He tracked his time 3 months, \$3.33 an hour., back 14 years ago. Where is he focused – it's where is the hole in the dike. In 1999 I was doing much less development work.

Can we not expand ED. He does some cultivating the garden with staff.

Oversight has served us well; 2 solid committed members are Harvey and Marty --- Tony and Jenny, and Ma'ikwe want to put in less time. Will OS continue? Want board to be a joyful, exciting thing.

One reason OS works is they are friends. With someone new that wouldn't be true.

One way to see ED and Development Director, in a healthy org they work closely with the board, you call them, they are used as support, you may also have an advisory board or folks to consult.

Want to see the staff be a collaborative supportive team. Leadership can be supported and supportive,

Want upper level roles to be team, whatever they are: ED, Biz Mgr, Communications Director.

As a new board member, I'm looking at what can I step forward to. I'm drawn to the friendships and culture, but there's a transition of how can us new members contribute, be trusted as part of a transition, while not having to take on quasi-staff role.

Summarizing thoughts from other board members:

Harvey - Cautious about idea that staff can fix our problems. We can't just put all OS functions on board as a whole. And make it easier to be a board member.

Many orgs have an Executive Committee – and Oversight should remain for that function, liaison to staff, and support for ES.

I can't always be available to staff. There's things we should do better if we had time, resources, if we were different people. Managerial talent is a specific set of skills; just as sales is a specific skill. If I were hiring a manager, I might not hire Laird; that's not his strongest skill. OS – if someone doesn't raise their hand in OS, then Laird takes it on. We need OS to handle critical attention of board between meetings.

Ditto to Harvey's comment.

[Proposal from Maikwe is 4 meetings/year, 1 live.]

Marty - Main task is support system for Laird and each other. We do things collaboratively. We have org experience and knowledge . Our original vision is OS would not be 15 year terms. We will need to fill board roles along with OS – that seems to be contradictory to making it easier to serve on the board. We need to replace OS functions.

Tony – don't see where money for an ED would come from; also not sure it would solve all our issues; a 15 member board could be very unwieldy.

ED, Development, would be easier to create.

The relationship of donors to organization is more so.

Clarity, ease of integration – there've been any number of people who got integrated really fast based on their demonstrated competence. And capacity.

Let's not dumb down the board. Could improve board with some simple things; improvements like a job description. See what guests here today have to say about their thoughts.

Not trying to dumb down the board, idea is just make it easier to join by not having travel requirement. Want to make it more vital and fun --- DITTO.

FIC Org meeting Saturday afternoon 04-06-2013 ~ 4-5:30pm

Present: Laird, Alyson, Ma'ikwe, Amanda, Tony, Betsy, Harvey, Christopher, Lincoln, Ben, Lou, Marty, Myra

Facilitator: Myra
Notetaker: Amanda
Presenter: Alyson

Organizational Structure:

Met in committee earlier today and discussed the following:

Made some drawings
talked about organizational theory
started by breaking down into phases...to see what would flow from what, tweaked phases and then decided what would make the most sense.
checked to make sure that the group was accomplishing what we set out to accomplish

Phases Identified (and note that these are all question marks)^[11]_[SEP]

0) BUSINESS MANAGER^[11]_[SEP] Get clear about Business Manager position
clarify difference b/t business and marketing
this job may progress in phases...a smaller JD to start off with tasks added later as Christopher is integrated more into the org

1) DEVELOPMENT

Raise \$ to hire a Development Director
right now it is Laird in that role. makes sense that he would spearhead fundraising to pay for the new director's salary

Hire the Development Director

Then host regular cross-area staff meetings (weekly? skype?), so at least 1 person from each program area would check in with others and coordinate among the different parts of the organization.

have a BOD development team

Shifting Board meetings to:

once a year at an FIC office in Rutledge or Virginia
once a year at a roaming location like they are now
this can reduce travel costs for people

2) BOARD OF DIRECTORS & OVERSIGHT

Re-envision board and OS roles

clear process of transition - clear history of our culture and making sure the past and the future are connected well.

Creating a process of transition

blend of communications with OS

create an organizational structure chart

Strategic Plan

BOD sub-committee focused on strategic planning

3) EXECUTIVE DIRECTOR

This position is expanded
More time allotted to this decision
more ability to provide direction to other staff
clearer lines of communication going from the BOD and OS going through the ED to the Biz Management and the other staff.
BOD and OS time reduced...less involved in the nitty gritty details of the organization
Volunteer Coordination and integration...having a staff role that is volunteer coordinator who can foster those relationships and channel the interested people to the proper parts of the organization (i.e. regional networking committee, board committees set up with volunteers, you don't necessarily have to be on the board, but you can be on a committee that supports FIC work)

As for timing, this could take place over time, even 3 years, have conversations about how permeable is our structure? how can we foster a collaborative environment? etc. etc. We can give ourselves the time that we need to do all this. Want to really preserve the quality of the FIC culture, leadership through service, the people who have more responsibility understand that everyone has a voice in the organization. This is about things being clearly defined so that everyone can easily move in their area.

Discussion/Clarifying questions:

Part of phase II is that we could have some organizational graphics so that people could see how we function.

How will the other people be hired?

Saw the Biz Manager and the Development Director working together to create more prosperity for the organization in order to fund the other areas.

There is an element of the investing in the website, a new staff position, how do we prioritize or allocate across that? what existing resources do we have until we get the point that we can raise more \$?

Is the Development Director someone different from Laird and the ED?

Yes...Laird does not have enough time to devote to this. So that would be split off to be a new position.

ED comes later and could be Laird or someone else

Raise \$ for the Development Director...what does that mean? Raise \$ for 1 year? YES...we pay the first year's salary and then they would try to fund their own position as well as other services FIC provides.

Laird would be looking for targeted \$ to raise for a Development Director

Why would we raise \$ for a DD instead of an ED first? It is typical that an ED spends a lot of their time raising funds for the organization.

Had envisioned these two positions being separate.

Also likely that an ED position would be more \$, so lets start with a smaller nugget

Also, it is not yet time to replace Laird, and when it is that will be a bigger role, and we can separate out the DD stuff from that JD right now

Let's keep our strengths with Laird doing what he does, and have the DD, which Laird does little of right now anyway, so keep him doing what he does well and tease out this small part and expand it.

DD will want to use software that can help with donor cultivation and make sure that is possible!

The website team will need to work with this person to ensure we are using proper donor cultivation and communication software (like InfusionSoft, SalesForce or something like this!)

Seeing that there is a lot of \$ to raise right now:

Bring us back from the brink

\$90K capital campaign

Raise \$ to hire a DD

Raise \$ to redesign the website

This is a HUGE nut (snaps to that)

Need to get better at development...and this DD we hire may be telling the BOD to start helping with fundraising...here's a list of names...go get in touch with these people. There will likely be a responsibility of BOD members to do more...this may be what we need to bring us back from the brink.

Some agreement, and this is why this is in Phase I...NEED to beef up our development area ASAP!

Sooner than 6 months would be the best.

This is a response to the crisis mode that we are all talking about.

Prioritization of DD over the other areas we are raising \$ for...

as a BOD it is our job to set priorities.

for example, if we had the \$90K to build a new office, we should instead use that \$ to make a new website and then hire a new DD and then the new office would be like a distant 3rd to that. Priorities do not make organizational sense.

This is an important question but it is not on the table right now...can we wait until tomorrow to discuss this.

Augmenting phase I to have a backup plan? Easier to raise \$ for projects than for hiring someone with a vague JD like DD. How might we as a BOD raise funds to hire someone that might be a little more... how can we plan ahead for what might happen if we cannot raise \$ to actually hire a DD, how might we pay this person?

Consider budgeting for the DD (versus targeted fundraising for it) NOW.

How much would a DD be paid for 1 year of FIC work?

Unethical to pay fundraisers a % of what they raise b/c they don't want to see this as a conflict of interest.

We are far below the industry standard for what we would pay anybody.

One idea is to pay them 6 months of 20 hrs/week at \$15 = \$7,500 and we currently have a \$3,200 budgeted now (+ assistant which is 10-15 hrs/month at \$9/hr = \$1,620). This is not like a \$30K, just a small nugget.

The right person will be attracted by the mission of the organization and who want to do a heroic rescue of an awesome organization and they believe in it so much that they believe they can fund an even bigger salary for themselves next year.

Getting someone up to speed in the position - what homework can the BOD do to enable them to not spend the next 6 months planning?

could be very helpful to have written procedures prepared for the DD so they aren't coming in and evaluating the systems from scratch
also have some strategic consulting with various BOD members.
This DD feels like a logical first step if we proceed with financial prudence.
Do we see BOD members within the next 6 months, would there be a few BOD members to be on a Development Committee.
Write a JD
Handle Development stuff in the meantime
Help with the transition
Ma'ikwe offers her support through the transition.

We haven't gone through the rest of the phases yet...let's do this before we decide on asking Laird to find more \$ to hire a Development Director.

Discussion on remainder of Phase I:

Staff meeting:

cross-area monthly? staff meetings could be helpful. some feel they may be boring and not be of value, but maybe it will be of value. don't know unless we try.
who would be there?

someone from CMag (Chris R., Christopher)

someone from Web (Foxx, Susan, Christopher, Chris)

someone from Development (Laird, Amanda, new DD)

someone from Office (Kim, Jacob, Mae, McCune)

not necessarily Laird convening, maybe Biz Mgr...

could use www.podio.com for organizing, agenda planning, etc.^[11]

BOD meetings switching to once a year at an office and once a year at a rotating location

CONS:

if some people don't have to go as far, that could be good

would lose some of the exposure of FIC to different communities

lose connections for other work FIC does, expand our volunteer base

may lose BOD members who enjoy the travel

puts a heavy burden on one or two communities to be regularly hosting us

reinforces that we will draw more staff from the two places...MO and VA.

could really become the NEMO show

PLUS:

more staff involvement once a year

people who volunteer in the office could be involved

less planning for the org meetings, takes up a lot of planning time on Laird and Jenny's part

more affordable for people who live near one of the offices

more time to plan in between and could therefore have more outside participation / observation

because we could market the opportunity as the once a year thing to come to

more face-to-face time for staff

Discussion on Phase II:

this could be discussed later...we have more urgent needs now to figure out by tomorrow. in 6 months time, we will begin to have some aspect to this part of our agenda, and we will invite activity between BOD meetings that have to do with long range planning, and BOD training...things that would help us that would end up with products that allow us to make decisions about ED.

Idea was to commit to a time frame for this.

Let's talk about this later

Discussion on Phase III:

How does this feel? Is this what we want to focus on for the long range.

Would want to have some long-range goals before we hire this out! This is an essential part of hiring and delegating.

Not yet general buy-in for Phase III as there are some general concerns about OS role diminishing.

Are we solid in taking this concept of restructuring the organization seriously?

makes sense to bring someone in to help us with a strategic plan

jumping in right now is too hard to do...need to prepare more.

this is a piece of that.

good to have this type of direction for staff.

when's the last time we did a long-range strategic plan? not sure when, but we know it's about time!

want to have a bigger conversation about Phase III, but yes to be working toward this.

Sees active buy-in with Phase 0. Hesitancy with Phase 1...some serious questions have been raised...is this real? can we raise \$4K for 1/2 year and find this person in 6 months; this tempers his enthusiasm...#s may reflect the capacity that we have, which tempers the enthusiasm. buy-in for the beginning of this, but not sure if it is realistic. hard to get enthusiastic about something that does not seem realistic.

Biz Mgr conversation would have been happening whether or not Ma'ikwe brought it up. feels we've been talking about this for a long time and not had a YES, we are going in this general direction...she has gathered lots of input, and put together a reasonable holistic package.

what would help it feel more realistic?

perhaps delay the hiring until we already had the \$ in place.

maybe create the JD and then create the enhanced position from which to move...maybe this is a starting place...with the context of knowing what we will gain.

looking for the biz mgr to cut the deficit and that can be measurable...bring economic vitality to the organization...we don't know to what degree this will happen. how can we create a partnership and a sense of TEAM within the organization?

would like to have a sense of us having the ability to systematically think about the HOLISTIC nature of the organization...and not attached to it looking a certain way. We have got to make a commitment to SHIFT...not just a little \$ here, a new little position here. Am worried about this organization's survival...we are too dependent on Laird and a few people on the OS and the BOD...this has got to change.

What have we discussed doing now?

We have made a commitment to hire a Biz Mgr.

We have made a commitment to consider hiring a DD.

Is it realistic to put a particular time on this b/c we are desperate? Knowing that the universe may have a different idea as to what is real.

we cannot do this in a way that is financially imprudent.

this will develop as we move forward...not waiting for the universe to respond.

organization is better off looking for a replacement DD, just questioning when and how we can do this with some time to see how our biz initiatives work...they are not dependent on one person...we have teams out there working on a variety of things...a biz director is important as a coordinating/focalizing factor, but not seeing it as dependent on one person, which would be recreating the same thing that we are objecting to.

Possible Next Steps:

I think we should formalize the hiring of a DD. Also ID a BOD committee that is doing strategic planning to bring it back to the BOD in a set amount of time.

What Ma'ikwe has begun is a strategic plan that we can expand on.

Fundraise for a DD (not put it in the budget now until we have the \$ in place)

Possibly a BOD committee for Development:

work on preparing for the hiring of a DD (ensuring they have an easy time learning the ins and outs of the org)

to actually DO more fundraising for the organization

Prioritize fundraising priorities and how does Laird's time fit with all this...???

DD (*NEW)

Website (*NEW)

Green office campaign

Bring us back from the brink

Fast-track getting the Development stuff off your plate so that we can not bump into this limit over and over!

NOTE: Laird has also accepted a new commitment this summer that is a 37 day commitment that is new for him...this doesn't come from nowhere...in the midst of this timing. This is separate from FIC work.

This will not be possible to get all this done.

Prioritizing development tasks can happen tomorrow! This is essential.

We did not make a decision to do the 4 phase plan. but there is a general direction that Phase 0 and Phase I has some support! There is BOD support for both and the primary limitations on this is financing, finding the proper candidate and Laird's time.

There is support to move through the kinds of processes to create a Strategic Plan to transition the organization in a direction somewhat like what Ma'ikwe designed. Not sure how and when, but general buy-in.

We decided to try the monthly staff meeting idea, focalized by Christopher and see how it goes.

We are open to the idea of discussing the idea of shifting the BOD meetings to the new idea.

Green Office Campaign Discussion ~ 2013-04-06 ~ 5:30-6:30pm

Present: Laird, Tony, Alyson, Amanda

What is the reality now?

break ground in July or August

already spending \$ - paying staff, buying materials, etc.

is there a specific date to receive the \$45K from FIC? If FIC is going to pull out, DR needs to know right away.

We have about \$13K of the \$45K

We have some major asks already in play...we know they are going to give, but not sure how much...these could be converted by June. These are all people who know Laird and have all given a positive response...some are 5 digit asks. Hope we can get \$10K-\$20 or maybe the whole \$40K this way. Have a 1/2 dozen people in this category.

June house party presentation in the Bay Area (Hank Obermeyer, Jack Sawyer, Sean - pass it through DR so no overlap)...they are going to arrive and write checks! This is already in place. Active and intentional about who they are.

What is up for question?

We are now on the brink as an organization. This will be discussed later, tomorrow.

Could we get a long-term loan so we can get a plan in place and raise the money over time instead of trying to fund this and the new Development Director.

Timing of paying DR the first \$45K...can this be delayed to early June instead of April/May?

YES

What can we do to move forward to succeed?

Mary Schoen-Clark - capital campaign director?

better for second half of the campaign with grant writing, etc.

idea to find stakeholders within FIC to go out and raise the funds

house parties (used to see \$1K-\$1,200 at these)...there are people in our constituency that could have a house party and raise this sort of \$. [SEP]

A spring letter pitch (winter one raised about \$1K specifically for green office, it was a hybrid pitch for general donations, membership renewals, products)

Should we do this and have a check box for the green office campaign? [SEP]

Borrowing some of the money

Jorge suggested this at the very beginning, so we are going to go to him first.

Harvey is a possibility and Laird can talk to him too.

Can approach other people.

What terms would he be proposing? Need support on this? 5% is pretty normal and could go lower. DR is asking for 25 year loans and FIC may be asking for 5 year notes instead. They want to know how you will raise the \$ to pay it back.

Bridge loan - what Laird is talking about

Longer-term loan - have a "mortage" on the office...i.e. \$200/month (like we now pay

\$100/month for the office in Karma at Sandhill). [L]
[SEP]

Major donors

just now have the list of 170 major donors to FIC from the past 5 years

Laird will be cultivating these people for the green office

consider asking them to host a house party (see ideas below) [L]
[SEP]

What does it really take to run a capital campaign?

develop materials

prove that we are worthy of this

pledge program - multi-year pledges

have a dedicated person and budget to work on it, at least a couple thousand \$ [L]
[SEP]

Targeting the Cohousing network

If 100 Cohousing communities went around and gathered \$13 from 13 people that could be \$17K [L]
[SEP]

Crowdfunding- people continuing to pass along the funding opportunity to their friends -

<http://www.ic.org/in/donate.php> [L]
[SEP]

Thank-a-thon

Call our major donors and keep cultivating the relationships over time...the \$100 donors...cultivate these a little more

Then a very personal pitch later for either the website, green office, etc.

Call and say "hey, I noticed you gave \$100 and what is your connection to community, just have a discussion..." [L]
[SEP]

Auction or Event - could add this to a house party

Need an event that is a focal point

An "a-thon" that gives it a lot of focus

have an event in Rutledge where we can actually build something...have a vacation and earn a sustainable skill...pay a premium to have an experience of helping build the event.

benefit auction at the Twin Oaks conference that is beefier because of the Green Office campaign

have some big ticket items like COHO/US - they are having an online auction (have heard mixed results on this)...something that creates an event feeling, even if only a small # of people gather in Rutledge to "raise the walls" but can include people virtually.

The non-event...instead of coming to pay the \$100 to sponsor a table or buy a brick for the thing ... they can just stay at home and pay the \$100 anyway.

Other Ideas to discuss

Monthly eBlast with a capital campaign update to our constituents, with testimonials

discussion: don't want to give someone \$100 when they would give \$1K, but we already did an Indiegogo campaign...

the people that Laird is going to ask \$5K they will do even if they have already given \$100

New video focused more on the building and DR on the FIC website?
when DR publicly launches [SEP]

FIC Org Meeting - Sunday Morning 04-07-2013; 9-10:30am

Present: Betsy, Tony, Alyson, Amanda, Christopher, Jack, Marty, Kya, Steve, Laird, Lincoln, Ma'ikwe, Harvey

DEVELOPMENT

Facilitator: Harvey

Notetaker: Amanda

Presenter: Laird

Context:

Give us a sense of all that is happening in the development world.

1/3 of Laird's salary is meant to be for this work area

Routine pieces:

Membership

Endowment

started before we had the online directory (which became a searchable database in 2004)
conceived of this more than 10 years ago when we saw book sales declining and not supporting
the printing of the actual book

can fundraise based on our credibility and people want to see the directory information robust.

when we couldn't count on our book sales

no biz model to get income based on web activity

there is now an interplay between the online directory and the endowment

there is about \$20K in there, and we are aiming for \$500,000 so that the interest can flow to
supporting the online directory <-- this was the original concept

Unrestricted donations

year-end drives, asking for support

sometimes from individuals and sometimes from groups

CMag

ID sponsors for the magazine

Mollie Morgan's foundation gave over \$10K

this is a special area of focus

targeted donation for the mag is sort of like an unrestricted donation since we are putting that
donation in a financial hole.

done quite a bit in the mag and in the last 6 months we are cultivating a potential sponsor for a
2014 issue of the mag

Special Projects

pay for a banner for community bookshelf for an events through fb cause

finding the \$ to finance A New We, for example; targeted donations that we have a very specific
project for.

These are ongoing, but they come and go, but he does devote some time to this.

New/non-routine pieces:

Green Office

Around March 2012 we committed to a new office in Missouri

A lot of Laird's time has gone to this in the last 6 months

The kinds of approaches he would make to our major donors has been focused on this, not for the other projects...has been slanting it toward that

We are only part way along with \$12-\$13K raised so far in the campaign for the \$45K needed in order to start the building. DR needs our money now and it is due and we don't have the full money in hand.

He has worked a lot with Amanda on this...has written 800 personal emails for this campaign and it produced some results.

Still has a long way to go.

Put in a long time to cultivate donors that will be converted to checks...there are things in the works.

Not clear that all the things we have in the works now will produce enough results and convert to the \$45K we owe DR to get the front-end done.

Mary Schoen Clark was in our circle years ago, but has been in outer orbit. She has gone on from a focus in affordable housing and is now focused on fundraising...through a facebook connection she connected with Ma'ikwe. She is interested in helping us with this campaign; she would be doing this as a volunteer.

only lead to conversations about ex-FIC'ers could be a volunteer campaign committee talking about ideas

she has experiences with grant writing and thinks we can get some \$ through foundations (for the second half)

DUE NOW

What's in place

June Bay area major connection

<http://www.ic.org/in/donate.php>

Met yesterday with the DR people (Alyson and Tony) and they noted that the price per square foot has gone up from \$113/sq ft to \$150/sq ft and they are honoring our original commitment so we are getting a really good deal. This is going to be great for staff morale.

Web

Don't know how much \$ is needed to create the new website

Looking at a ballpark of \$20K to convert to Wordpress

Development Director

Just decided that this will be a new focus and we will need to raise something like \$4K but probably a lot more

Perspective:

This is a part-time job from a part-time ED, and we are asking him to do 3 non-routine items^[1]

Discussion:

How big of a role is Mary willing to play?

2 conversations and she feels she can get a team together, and now feels that they can do a joint thing w/DR and FIC, but less revenue generation for FIC specifically.

Not a good read on it yet.

She will be helpful for Phase II of the project, not for Phase I (the \$45K due by June)
Endowment

have borrowed against the earmarked funds and have been using this for cash flow. On the books we have \$20K for endowment, but we have in the bank something much less...there is not cash on hand

other earmarked categories that we have borrowed against:

we also have an earmarked donation for over \$25K that has been there for over 10 years and we have borrowed against it

CMag summit

Video marketing

How has the organization been able to pay its bills when we have a \$23K deficit in 2012?...have borrowed against these various accounts.

Laird's time shifting away from doing development and hire a DD?

We need all hands on deck, not to take things off of Laird's plate this year...we are nearing the brink.

Consider actually putting our resources toward hiring the Biz Manager who is here in the room, ready to give energy to FIC and not think about a Development Director yet.

Priorities

support the economic engines that we have:

the website - get this to be cash flow positive, not just a buying and selling transaction...it is a relationship building idea and we can engage with them...

buying things from us

making donations

pay attention to the garden patch that we have already been growing!

are there some partnership businesses where we can do events and have it be a partnership with FIC and where it benefits both the organizer (i.e. Betsy and Raines) AND FIC gets cash flow.

What can we do that does not deplete us further that is cash flow positive?

Make sure the BOD are all donors and are actively working on development

Clarifying viewpoint about hiring a DD now and prioritizing this

We are not talking about getting into a replacement for Laird right now...he is objecting to raising funds for a future DD should be moved off the priorities list.

How can Laird do all these things? Cross some things off the list - the first thing to cross off would be raising funds for hiring a DD.

As for the new things...

Green office (Phase I and Phase II), hiring a Biz Mgr, re-doing the web and DD are all baseline infrastructure for the organization to run smoothly and are all essential.

Wonder if we can say YES to these, but in what order can we say YES to them?

Crisis...when we hit this point, we can either contract or expand. Can we take the crisis as an opportunity?!!! What do we need to put in place to move beyond the contraction.

We need to make the plate bigger! This will help us do this baseline practical support for the organization

Christopher has support and excitement...want to see us support getting his balls rolling as soon as possible. Can we see the being here that represents the office?

These are the things on the FIC's plate, not just on Laird's plate
\$ is leaking because there is not something clearly holding this entire picture
We do not have a development director who can watch the entire picture
We don't have a Biz mgr who is watching the whole organization
In this picture it is the board's responsibility to stop those leaks.
The image of a snake came to Alyson and thinking about how a snake moves and when things get in its way, like a rock, it pushes off the rock and helps it move easier.
How can this feel EASIER?!
Finding ways that are fun for us that build our sense of community, that build our connection for this cause, and for
i.e. a THANK-A-THON where the board makes calls to each major donor and says thanks for making a contribution and ask them about their connection to FIC.
i.e. events where we can use events that we are already going to
maybe we already feel we have tapped everyone we can for FIC...maybe it is time to go to the new list...this organization might actually tank and we want to fund a couple of positions that can really help turn the organization around
Alyson can imagine a really good pitch that can inspire a new group. "I adore this and it is doing so much for the world... The directory online is just getting better."
has some ideas and wants to serve on FIC development committee
put our energy into people who are inspired about making our organization more viable

METAPHOR OF THE SNAKE PUSHING OFF THE ROCK!

Ditto in support of what Alyson says. We can have a better message...we are creative, exciting people who have good ideas and practices for making the world a better place.

Where to start? How to continue?

Development Committee can manage tasks and create the energy to help the FIC push off the rocks.

Maybe one BOD member can choose one of these projects and "adopt" one and really move forward on this.

Green Office discussion

Have people been willing to question this idea?

Is the main driver for this inertia? If we had \$90K in the bank would we go build an office or would we hire a development director or rebuild the website?

Is the fact that so many DR people are on the board make it such a high priority.

Do people see MO as the FIC home or do people see the FIC's home as the website?

Inertia is not the excitement about the green office. A big part of what makes an organization work well is the staff feeling connected and supported. Not everyone can work from home...it's not possible to work in a home with small children. We are losing staff and inventory and we are unable to maintain a viable staff and production of the things that people go to the website FOR. Don't have attachment to it being in the DR office...could be somewhere else. One piece.

Question of what to put our money into right now.

Part of the office thing is that we now have an opportunity that we may not see some other time. Sometimes you need to take advantage of an opportunity that may not present itself another time.

Do we really need an office [question]?

We have an office. Marty has been there and slept in it...practically froze to death and slipped through the holes through the floor in 1997. We do have an office. It's a horrible place and people should not have to work in this office. AND, it is true that people think of the FIC as the website and not the office. That is true of most organizations, but most organizations have to have an office and they have administrative needs to keep it functioning.

As for people quitting the organization because of working conditions, it is not a working environment that is tenable to continue with. Don't think that the FIC building an office benefits DR...if we put another 800 ft on their building it does not affect them...nice to have the FIC there, but it does not change their building substantially. the premise that they have self-interest does not have merit.

Easy to get triggered when we hear a statement like "we've needed a new website for 10 years". This is a triggering statement.

There is more than the face value of a new office. Being part of a forward-thinking project and a building that is self-sustaining and that reduces future costs and serves the organization economically in the future. Can see that it feels like a big drain of time and energy and money. There is also triggering happening because there seems to be a lack of history of how and why decisions are made.

Doesn't benefit people who are in Rutledge other than people working in the office or on the board...in some ways it helps us retain our staff.

The main reason for excitement for being at DR in this building or a nice building is that we can attract and keep staff more frequently...we have a constant inflow of people to DR.

We can have a public face - all the people who come through DR will have a place to view the organization

Want something we are proud of and that we can use to attract more interest in the FIC

Do see that we could benefit from cutting our list down and focus on fewer projects.

Snake off the rock idea and why an office is important?

...when we think about people trolling the web for their "home" and we are in the IC world saying that place and people matter in the long run.

We need to make a case for some people and we can do it easily and excitedly...if you join the FIC world, come join us at DR where we have our HOME! You may have a home while you are searching for your home community...that's why they may want to support a physical presence for FIC. This shares our message that people and place MATTER!

need to be more visible and very clearly^[11]

Pet projects for FIC idea?

worried about diverting the BOD to each project...and if we make a call to a THANK-A-THON to a donor, want every BOD member to be empowered to know about each area, not just one area
Concerned about spreading our energy.

How to move forward?

We need it all. It is not serving us to advocate for individual projects.

All the reasons listed for the green office are definitely important. Wonder if that desire that we have for that is realistic given the circumstances? We are looking at bankruptcy? Not having the funds to even support having an inventory at all, let alone build an office to house it.

Question is whether we can do this all right now? Question about how much of this we can do right now and how we can do it?^[11]

Is there agreement in the room that we are not going to take anything off of this list? not agreement with this yet.

namely the endowment.

but the “new” projects (green office, web and DD), are we in agreement that we are going to devote time and energy to this

It is tricky to talk about prioritizing without advocating.

can we instead talk about strategies for achieving these goals and then a timeframe

PROJECTS ON THE TABLE (Strategies and Timeframe)

WEB:

Convert to Wordpress - How much time to convert everything but the store and directory to Wordpress? Can we fund this out of current monies or what is the level of expense there? Then, do that right away...start tomorrow! high priority because that will free up ability to sell more classifieds, more display ads, more updates that will support a lot of different things.

Directory - key changes to get through the next 6-12 months and Tony can just go make those changes and not invest time in Foxx getting up to speed on this.

Store - adequate for some amount of time frame and it is not clear that it needs to change now, maybe not at all...need evaluation.

DD:

Right away: work on the JD, put out feelers to find a person

BOD committee

GREEN OFFICE:

clearer time frame already as to what is needed. Here's what needs to happen in the next 6 months...here are the goals we want to achieve and evaluate if we can achieve it.

2 Years Timeline

Suggestion:

ENDOWMENT: Raising \$ for endowment - could have a joint campaign where the endowment and capital campaign are together as one.

make this a priority once we have our core infrastructure in place later.

put this into chrysalis mode for now.

want to see an ethical clean up on how we have used these funds...have a conversation with key donors...legacy bequests campaign.

moral obligations need to be dealt with

when we can put this \$ to the website initiatives, should we spend down that endowment account now to support our current initiatives and get out of our moral obligation to use that \$ for the website and directory.

Endowment has a meaning...that the funds will not be spent, rather the money to be "spent" from this fund is the INTEREST ONLY. We would need to check with our donors first to say that we are going to spend down the endowment.

Trouble with going to the endowment donors is that they value long-term thinking and spending it on short-term may put a really bad taste in their mouth about FIC.

We also used it for cash flow purposes and it means bringing in more money not spending the \$ that isn't there anyway.

Another idea is to take the endowment off the plate for now

FLAG FOR FUTURE CONVERSATION: Talk about how to recapitalize the endowment funds that were borrowed against. Also flag to converse about re-invigorating the endowment.

CMAG -

2 possibilities are on the plate and this is a really good use of Laird's time!

Sometimes from these conversations we get a sponsorship of like \$5K and we wouldn't want to tie Laird's hands.

Laird is not looking for them, but when the opportunity comes we need to give ourselves a chance for it.

Right now he is not spending 1/2 day per quarter, so

can we shift away from Laird focusing on CMag donor cultivation and turn the viability of the magazine over to Christopher?^[1]_{SEP}

SPECIAL PROJECTS - cross it off, we don't take on anything new right now? That's one idea... However, Rhythms of Rutledge special project is on our plate right now...

Pay attention to opportunities that are really sexy, but not seek out additional special projects^[1]_{SEP}
UNRESTRICTED DONATIONS...in 2012 we had low development income b/c attention is on other things. Approaching the same people for this. Success in one area can mean another is diminished.

perhaps the Web and Green Office can be unrestricted donations for now.^[1]_{SEP}

MEMBERSHIP CULTIVATION

FLAG - future conversation about how to shift Laird away from this process...right now he: edits the letters 6x/year

hand-writes letters to the major donors

writes letters for special membership drives^[1]_{SEP}

MAJOR DONOR CULTIVATION - this is Laird's primary area

NEXT STEPS?

Are we going to try to do this all?

If not, then what do we prioritize?

Whatever we decide to do, WHO and HOW will it be done?

Finances: (Tony)

Final budget includes most changes from Christopher's budget for CMAG, with some adjustments that we discussed in the meeting, so that there is about a \$1,000 loss instead of a \$10,000 loss that was projected there.

For the web has adjustments based on our discussions so that the website near breaks even (+\$304).

Business manager money included in the new budget (\$7,500), membership reduced some, and the final number comes out to -\$1,700. Could be more sales due to bookstore, however not worth changing too many numbers which are already estimates, but either way we are very close to break even. :)

Clarification that McCune is paid under office fund; 17% of the office costs are carried by the website. Foxx' labor could be split some into office budget if necessary.

Board approves revised Budget.

Board approves a Business Manager for 50 hours per month @ \$15/hour for \$750/mo.

DEVELOPMENT - Green Building Campaign:

Since the membership is not tied to directory listings, Laird is excited that he is now able to talk with communities directly to raise income for the office campaign.

Possible that Jorge could loan FIC up to the rest needed for the green office campaign.

Allison said DR needs to know for sure before the next meeting whether we will default to loans or whether we will back out.

If FIC takes loans rather than donations to meet \$45,000 commitment, how will we be able to meet the loan payments given our operating deficit. Can we ensure rental partners or something else in order to meet the monthly cost plus loan repayment?

Christopher offered his company's connections to green technologies at wholesale prices.

Board is in agreement that we will seek private loans as plan B to green office campaign.

FIC will create loan terms as needed, to allow us to repay in a reasonable manageable way.

We will continue the capital campaign for several years to repay loans.

The DR office will require about \$200 per month for maintenance and utility fees.

Can we rent out some of FIC office space once it's ready?

Ecovillage Education via Ma'ikwe said that they could rent at least \$100 per month.

Assumption is that there is high demand from DR members for shared office space.

Board will form a Development Committee, which will explore, expand, and direct development activities. Also creating a job description for the Development Director. [NOTE - Betsy has further details on the job description for the Development Committee itself]

Ma'ikwe, Alyson, & Laird are on the Development Committee, and possibly Amanda and/or Mary could be in.

What is the priority of fundraising for Green Office, Website, and Development Director?

Tony's question is if we can start on the WordPress changeover with our current budget/labor, running the risk that we could run out of pay for staff at the end of the year.

Susan asked if we make more than \$4,000 on donations through the website then can we use it for additional website development? Answer is that she will have to be back in touch with the board if that is the case to see where we can best apply those funds at that time.

Alyson said we should have unrestricted donations instead of individual buckets - and that the Dev. Committee will be looking at adjusting that on the website.

Betsy wants the board to support what the website needs, so offers this as an affirmation to Susan.

Alyson said there may be grants available for the Development Director.

Harvey said that we should take a deep breath, because we are in much better shape than he thought we might be. We are on target, on time, and have good shapes going forward.

Patricia said that we need the power of consciousness behind our efforts, and put our full spirits behind plan A. (You get what you focus on, in her experience with board meetings.)

BOARD NOMINATIONS:

Tony is leaving the board, Harvey & Lincoln are renewing for 3 years, and Ma'ikwe is joining the Board and leaving Oversight.

GEOPH KOZENY AWARD:

Ira Wallace is receiving the Kozeny Award. :)

EVALUATION:

+

Hosting

Food

People

Business Manager

Manzanita Village participation

Group Meeting Navigation - we could take deep breaths and move forward constructively

Willingness to say hard things and ability to hear them without over-reacting

Space was great on so many accounts

Laird kept his cool even with everything considered

Extra curricular activities (hot tub, tours, movie)

Ability to walk in town

Staff participation was very helpful

managed time well

balanced/weighed/got a handle on hard decisions well

even with challenging large items, we still got budget, etc, done well

integrated skype into the meetings

agenda came together well

turned differences into something positive

thanks from villagers to be able to participate

meet and greet was nice

Things to Change:

Hard Moments

Public Transportation was difficult

difficulty with insider/outsider tension

could have taken more time to cool down a bit more/put things into context

sad to see Tony leave the FIC board

facilitation was OK but not great

struggled with discipline to stick to large or small issues when appropriate

can use skype more efficiently to bring more people in more effectively

would have been nice for villagers to know more about the agenda in advance

the website does not include information about the board