

# **FIC Board Meeting**

## **November 1996**

### **The Farm • Summertown, TN**

**Index:** (numbers may not be accurate)

Consensus description	2
Experimental minutes	3
Webweavers proposal	3
Restructuring	
Overview	4
Summary of changes	5
Existing base to build on	5
FIC Mission Statement and Purposes	5
Guidelines for the Board to Consider (formerly titled "Mission and Goals")	6
Board Issues	6
Size	7
Financial & legal obligations	8
Liaisons	8
Financial Report	8
Budget for 97	9
Fundraising	10
Fundraising concerns brainstorm	10
Opportunities for fundraising	11
Evaluation of the day	11
Board Selection	15
Clusters and Committees	17
Job description template	18
Report from ad hoc CSNC	19
Communities Directory	19
Communities Directory proposal	19
Raising price of Dir	19
Ideas for making lower priced Dir available	
Ways to increase Dir Sales	19
Community Building Manual	20
Press Kit	20
Office	21
How you can help	21
Next meeting location	21
Next meeting design/layout	21
Global Ecovillage Network	22
Human Resources Cluster	23

Involvement of new people	24
Personnel Committee	24
CSA	25
Administration Cluster	25
Secretary description	25
Secretary serve on Board	26
Office manager	26
Executive committee	26
Term limits of the exec cmtee	27
Oversight committee	27
Administrative Committee	27
Committees serving the board	27
Personnel cmtee	28
Vision cmtee report	28
Implementation of the RS process	29
Organizational meetings	30
Organizational structure of meetings	30
the next spring meeting	31
Other miscellaneous	32
Budget	32
Credit card system at Twin Oaks	33
Evaluation	

### **THE FARM BOARD Meeting • November , 1996**

F = Facilitator, R = minutes recorder, \* = cmtee convenor

**TUESDAY MORNING SESSION #1 • November 5, 1996 • 9 am** F: Harvey R: Betty  
 Board present: Lois Arkin, Harvey Baker, Betty Didcoct, Caroline Estes, Geoph Kozeny, Elph Morgan, Dan Questenberry, Laird Schaub, Ira Wallace.

Associates present: Diana Christian, Paul Delapa, Jillian Downey, Chad Fuller, Ben Lipman, Zev Paiss, Velma Kahn, Associates absent: Earl Lofffield, Loren Schein

Treasurer: Bill Becker

Others present: Heather TO, Gordon TO, Tree Acorn, Tony Sirna, Jeff Grossberg, Dan Greenberg, Michael Traugot, Corinna, Alex TO, Michael McIntyre, Jerrel Boyd, John Cruickshank, Don Jansen, Mary Silva, Barbara Lee, Ryan, Spring, Marni Rachmiel,

### **Opening/Welcome/Introductions [Paul]**

Tarot card: Sharing Queen of Fire who is so rich she can afford to give, dispenses treasures. You are in situation to share love, joy and laughter, and be full, don't need to make any special effort. Can give birth to new project with sense of fulfillment. Let abundance around you overflow.

**Consensus description;** [Caroline] The board operates consensually, which means all decisions are made in unity, but not necessarily unanimous. All are in agreement with a decision. Proposal is presented, open to questions for info, then the group goes into discussion

with a facilitator who is the keeper of the process and keeps things progressing. A large measure of respect is needed. Each person has a piece of the truth and contributes to the whole truth of the group.

If someone speaks your thoughts, you can verbally say "yes", "no" or "that person speaks my mind." If someone has captured the essence of your idea, you do not need to repeat it. If you have additional details, you can tag on to their original idea. If you have an idea which is not expressed, it is important that you offer it.

After discussion, we may come to a point where we are nearly in agreement. The facilitator will state what they think is the sense of the meeting. If there is a general agreement, the minute taker will read it back and we reach agreement on that statement.

The facilitator will ask if the group agrees. If you are not completely in alignment, but are not worried that the organization will be making a mistake going in this direction, you can stand aside from the agreement. You need to have your name recorded in the minutes and give your reason. You will not be asked to help implement the idea. If there are two or more standing aside, the facilitator may work more to reach a fuller agreement.

What is the relationship of indifference and standing aside? Standing aside is not usually challenged unless a crucial person is standing aside.

It is important to not walk out of the meeting without expressing a concern, or a disagreement. If you feel that the agreement will be a disaster for the organization, you have the responsibility to "stand in the way of" or block the agreement. (Don't assume that something which is risky is reason enough for a block) Blocking is serious. Because the facilitator has worked with the concerns in the process of discussion, blocking is very rare. There are alternatives to a block—lay the decision over and get more information, refer it to a committee, work with the individual blocker outside the meeting, etc. A block does not necessarily mean the decision is dead, but it will at least be delayed. If someone is blocking, the group needs to hold them in compassion, and don't push them out, ignore them etc.

If we have a decision, we move on.

During the discussion, we need to watch for cross-town buses—topics people bring up which are not directly related to what is being discussed. They may be worthwhile topics to discuss at another time. Cooler is a term used for items which come up and need to be discussed later in this meeting. Freezer items are ones which can be held over for a meeting in the future.

When the approval of the group is needed when placing someone on a committee or in some position, there is a way to say "no" to that person, by using a Quaker phrase—"That name would never have occurred to me." This eliminates the discussion of personalities on the floor. Then you have a responsibility to talk with the person (or the person who proposed the name) outside the meeting to give your reasons why. You must follow up.

What is our process around emotional issues? Each facilitator has a style and level of comfort dealing with emotions. The group needs to decide how far they want to go. How relevant the emotion is to the group's agenda will determine the direction.

Each facilitator will decide if they want to use a timekeeper or vibes watcher. Silence in our culture means assent. (This is not always true in other groups.)

**Agenda review:** Printed agenda was reviewed and approved

**Experimental minutes;** Betty will be taking all of the minutes for this meeting, rather than having a group of minute takers. This is an experiment to see if we can improve our process. Harvey reminded us to say what we say one time, rather than repeating ourselves. If we have lots of hands going up, we need to personally monitor if what we have to say is relevant to the group. Does it move the group forward?

**Webweavers proposal;** [Jillian] ATTACHMENT #1

Webweavers want to start asking for donations on the Web site and have the money be earmarked for Webweaver use. Donors would be given an FIC membership and part of the funds would go to membership. Webweavers want to do this for a test period of one year.

Q's:

How will payment come in? By mailing a check or through an account company on the Web.

When the person asks about the benefits of membership, what are you telling them? Donors are supporting Web work. We are not offering memberships. Membership is offered as a benefit to donors.

Would they be getting a receipt for their donation for tax purposes? yes. Would we be sending member benefits electronically? No, they will receive things like other members.

Do you have specific categories for donation levels worked out? We have started the pages, but they are not complete. We will use an internal sliding scale to determine the amount which goes to membership funds, but not publish that info.

Do you have a sense of the potential market? We get appreciative letters, but no money yet.

Why do you need money now? Read the committee report.

At Golden Rule, there was talk about online mechanisms to collect money. What is happening there? We expect that there will be systems available in one year to 18 months.

**Discussion:**

We would hope that we ask for donations other than cash—hardware, etc. Would like to have authorization to put out a wish list.

TASK: WW touch in with Jeff G for reflections on the proposed Web donor request program, especially non-cash solicitation.

Why are you suggesting that all the money coming in through this route not go into the general funds and be allocated like all the rest of our income? We want the Web to become self sustainable. Good way to be entrepreneurial, to encourage cluster development. We think some are interested in supporting the site continuation. That is implicit in the earmarking of the funds to the WEB.

AGREEMENT: There is support of the intention of WW to create a financially sustainable project. Webweavers' proposal for soliciting donations is accepted with the following understandings: By having most of the donations generated on the Web earmarked to WW, we acknowledge a shift away from how we have been allocating funds. Donations requested can be monetary and in kind. There was some caution with this shift, but support for the idea. We are willing to do this as a test for a year and review at that time.

We do not want to create a protocol or expectation for each project having to support itself and be isolated funding centers. We might very well want to support work which is not income producing.

TASK: WW will communicate with Membership, Fundraising, and Finance committee and throughout the year about the process of seeking donations on the Web. Changes would be handled between these groups. Web weavers will not make any changes to the proposal without contacting membership and finance.

What are the financial goals? The proposal does not give us any idea of what you need — \$1,000, or \$100,000. How much do you hope to generate and how do you want to spend it?

TASK: WW at the spring 97 mtg will give a status report on the donations proposal and give the board a report of what their financial needs are and if donations are/not meeting them.

TASK: Membership, Fundraising (if/when constituted), and Finance committee will be in communication with WW around the development of the donations proposal throughout the coming year.

TASK: WW: What is presented on the Web page can be decided by the Webweavers in concert with Membership committee and Jeff G.

Have you asked communities for some nominal fee for putting their products or descriptions on the site? WW have not worked this out.

Can WW be empowered to create grant proposals? That would be another proposal.

## **TUESDAY MORNING SESSION #2 • November 5, 1996 • 11 am** F: Tree, R: Betty

**Restructuring;** [Zev] October Restructure Report, Oct. 22, 96. ATTACHMENT #2

**Overview;** About 1 1/2 years ago, the need for a restructuring process started to bubble up.

Why?

- Growth of the movement and those attending our meetings. The structure was not meeting the needs of those coming to meetings
- Difficulty of bringing people into the organization
- Concentration of power and authority in the AC. Lots of impetus for restructuring came from this group.
- Existing cultural roadblocks for change (i.e. bias for long meetings)
- Difficulty of starting new projects—no smooth mechanisms to support and cultivate new projects
- Overload of old time players

**Summary of changes;** This is a work in progress and recommendations are not cast in stone. Hold these proposals lightly. Even if we approve things now, there is room to evolve and adapt to what we need. Changes since the last report in Spring 96:

- Board changes: Size, focus, selection, relationship to clusters-liaisons
- Cluster changes: From "wedge" to "cluster". New clusters since last report: Human Resource cluster and Administration cluster.
- Semi annual meetings changes
- Steps to implementation

**Existing base to build on;** (see page 6-7)

Q's: What is the value of volunteerism and the fact that some people are paid? Majority of people who are working for this organization donate their time. When they move into using a significant part of their time, they are paid at less than market rates. We are asking that everyone, even those in paid staff positions, bring a spirit of giving. We do not make a

distinction between those who get paid for their work (staff) and those who work and do not get paid in terms of their influence and participation in the organization.

We affirm that the FIC serves (or builds bridges to) four groups: intentional communities, seekers, other organizations, and the wider culture.

**FIC Mission Statement and Purposes;** (page 7)

Mission statement: Some concern that the wording of these statements could be made clearer and wordsmithing would help. Can a committee work on bringing together the mission and purpose statements we are currently using in the brochure?

Add "gather" to the first item at bottom of page 7 to read: To openly gather and provide accurate and comprehensive.....

Purposes (on page 8) This list is not the same as listed in our charter in 1989 which were designed to get our 501c3 status. Main focus then was education. Since then we have added the possibility of working with resources (i.e. loan funds)

Purposes is an extension to the mission and articulates how the mission is carried out.

Possibility of adding:

- being more clear about collaborative relationships/collecting information/resources with other groups
- the role IC movement is/could be, as a viable option. As a way to address problems of the world. State more clearly.
- where does it say that we are demonstrators of cooperation? (i.e. this organization demonstrates consensus)

Some did not like the purposes and liked the directness of the mission. Felt purposes were not inspiring, wanted more passion, not using so many words. Others have the opposite reaction—can see how to more easily plug into the purposes when they are describing the mission. They thought the mission needed more fleshing out.

We do not have a vision statement which usually holds the passion. We need to get it in place and then we would have a better idea of how the mission and purposes support the vision statement. If we have a passionate vision statement, then purposes could be reduced to words - diversity, cooperation, etc.

Purposes do not reflect our varying levels of commitment. Can we frame them as aspirations?

One person wanted just one inspiring sentence which tells what the organization is about, that could be put on the wall. A place to go when wondering why I am here.

Some support for having clean and concise statements and caution about combining the mission and purposes.

Working on our vision statement is the next big piece and will take as much time as the restructuring process.

Suggestion of putting vision into some other form - musical, epic, that would have meaning and could be performed at each meeting.

**AGREEMENT:** We agree to strike a committee to design a process for us to engage in to identify and articulate the overall vision/mission/purpose/goals of this organization. The committee is charged with drawing together the process and the product and to circulate their work before the next meeting.

TASK: Vision committee will draw together/design the process and the product for articulating the vision/mission/goals/purposes for the organization and circulate their work before the next meeting.

CMTEE: Vision—Ad hoc committee for this meeting only, to get started; Jeff G, Chad, \*Lois, Geoph, Anthony, Betty, Corinna, Paul was suggested.

**Guidelines for the Board to Consider (formerly titled "Mission and Goals");** on page 7)

Last guideline statement: board considers balance, rather than binding them to any priority. We do not have a habit of following this guideline as a filter for considering projects. There are imbalances in the way we are serving the four areas of our mission. This has not been a weakness or problem; it could inhibit us if we required it. Recommend that we accept as a guide, not as a rigid requirement.

We are transforming the focus of the board, and this last statement will fall more realistically into the board's newly defined role. See it as a loose filter.

**TUESDAY AFTERNOON SESSION #3 • November 5, 1996 • 2 pm** F: Tree R: Geoph

**Board Issues;** [Betty]

**Focus of board work;**

**History:** small core group were the implementers (management) of the vision and board meetings centered around the details of project management. We have required that board members be intimately involved in the implementation of the work of the organization. Now that we are growing, this is no longer practical.

A couple of years ago, we looked at Building Better Boards, by John Carter to see how we might improve the functioning of the board. In his model, the board's primary work is holding the vision & values for the organization, and filtering all the work through the visions and values.

The board looks at development of direction and implementation priorities.

The Restructuring proposal is moving the expectation of project implementation out of the board and defining their task as holding the vision and values of the organization. This is a substantial change.

**Discussion:**

The board has fiscal & legal responsibilities as required by law (see pg 20 of R/S Committee report) which includes reporting to the government, fiscal responsibility and accountability. How do we fund what we're doing, and what is the board's role in that process?

Should board members be required/expected to do an implementation role around fundraising and outreach? We need to be careful about making a decision now to not have an expectation of implementation of anything at the board level. With the restructuring, the primary location for the vision of the organization to be held and developed is in the board. From our work with Jeff, we are learning that conveying the vision to the outside world is key to developing a fundraising program. Therefore, the board may be the best place for the fundraising responsibility and implementation work to sit. With the new board roles this may be farther ahead than we can envision. There was confusion about whether this is a role of the board, or a quality expected of board members.

AGREEMENT: In the spring of '98, we will look at the issue as of using fundraising commitment & involvement as a selection criterion for the board.

COOLER: At this time the nominating committee will not use fundraising criteria in the selection process. Revisit under the Board selection discussion Wed morning.

R/S TASK: Consider keeping an implementation role for board members—to play an active role in fundraising and bringing people into the organization.

Some were concerned that there is no mention of human-to-human connections and commitments within the board and its relationship to the "community" part of our culture. We have agreements in place from Ganas meeting (see pg. 9 of R/S report). The cmty aspect is seen as a part of the vision making and keeping aspects of our culture, rather than the responsibilities of the board.

AGREEMENT: Accepted the "Summary of Board Responsibilities" (R/S report, pg. 20) as modified:

- Vision making and keeping
- Oversight and priorities
- Fiscal and legal responsibility
- Development direction & support

AGREEMENT: Accepted the "Description of Board Roles" (R/S report, pg. 20) as modified: 9 points accepted, with 8th point modified to read:

- To meet all obligations necessary for operating in a legal manner.

R/S TASK: consider adding a point under Description of Board Roles about attempting to model community among the board members.

AGREEMENT: We no longer require Board members to be involved in FIC program implementation. We reserve the possibility that implementation jobs may be appropriate to require for the board in the future.

#### **Size ;**

In the past there was a strong feeling that the number of board members should be less than it is now, but the R/S cmtee has no feeling about what number is right. Bylaws read "6 to 15" members, and the R/S cmtee recommends that for now the Bylaws not be changed (noting that the new smaller size would fit within the existing legal structure).

AGREEMENT: We will not change the Bylaws about Board size at this point.

AGREEMENT: When the Board is reconstituted at the spring '97 Board meeting (when the Associate terms expire), we will not fill the Associate positions. Our travel reimbursement agreement will stay in place through that meeting.

FREEZER: The Bylaws need to be adjusted to reflect that we are doing away with the Associate category of Board member.

#### **Term limits ;**

R/S TASK: The RS committee has no recommendation for board term limits at this time and recommends that this issue be placed in the freezer to be considered further.

#### **Financial & legal obligations;**

These obligations will continue as prescribed by law, with the understanding that the board role includes financial oversight, not just reporting.

#### **Liaisons;**

This is a way to establish two-way communication between the Board and the implementation of the work held in the clusters.



Discussion: Liaisons, as conceived, could have implementation responsibilities in clusters for which they weren't providing oversight. The theory sounds fine, though reservations were expressed about the reality of finding people with sufficient background, experience, and ability to fill these slots. This is a good test for how Board members can function as non-implementers. Fulfillment of the liaison roles won't always be perfect, and will provide room for people to grow into this role.

The role of liaison is seen as a 1. Communicating role, 2. First line oversight role, 3. Not implementation role

AGREEMENT: We approve the general concept of a liaison role for board members which will establish a 2-way communications link between projects and oversight. It is a support role and not an implementation role.

R/S TASK: We had an ALMOST AGREEMENT: The Board will be responsible for filling the liaison roles in consultation with the clusters. There's a risk that the new people won't know the info and angles, and may thus encumber rather than streamline the work. This is a greater risk if we're stuck with a one liaison/one board member relationship expectation; more flexible if there's a 6-month transition period of new Board members before they assume a liaison role. Then who manages?

**TUESDAY AFTERNOON SESSION #4 • November 5, 1996 • 4 pm** F: Paul, R: Betty  
**Financial Report; [Bill] ATTACHMENT # 3**

Highlights of financial report. Because of reporting from various financial locations, there is a combination of 9 months actuals and 6 months actual with a good estimate of 9 months actuals. Accounts payable is \$18,631.81 (not \$36,000+) Our cash position is not rich, \$6,000. Inventory is holding \$70,000. Our situation is that Dir sales have not been as good as we anticipated. Look at the Balance sheet. We spent \$37,064 more than we took in for this 9 month period. We do not know what will happen in the last quarter. Last year we were \$25,000 down. Contract labor will be \$10,000 more. We will look at specifics of contract labor later.

We need to look at ways to increase our income. Those who are holding receipts to be reimbursed, we may have to spread out the repayment of those a bit. We will remunerate, but they may be delayed.

We do not have any employees. We have contract workers. We are still OK in this classification, but are monitoring that we meet the requirements of the category. Cmag staff is \$22,000. Betty is \$12,000, Sandhill \$14,000, \$12,300 for Twin Oaks, \$1,000 for Alpha. Sandhill gets \$800/month for Laird, hourly for other workers (currently Dancing Rabbit,) some for bulk mailing. Tony will be doing Sandhill books on Quicken.

Projected Cmag labor for 97 is \$22,000 — not a hard number.

The spread out nature of our work has made it difficult to keep track of financial details. In talking with Jeff G, we need to get an audited statement ASAP. Auditing is essential if we want to apply for foundation grants. We are confident that things are being done accurately, and we need to get the systems coordinated, so that we can have an audit done without flying auditor to all the sites. Give a little time for us to get all these systems in place.

TASK: Betty will look at mileage reimbursements agreement. Was it \$.15/mile? isn't there a cap using the lowest plane fare?

TASK: All will need to turn in receipts for reimbursement, especially for travel in order to receive payment.

Q's:

Expenditure for the trailer (\$1200) does not appear on the expense side, it is an asset and depreciates. The depreciation amount is reflected.

We have not begun to track in-kind labor donations and their value.

TASK: All keep track of donated hours and what you were doing during your time.

TASK: Finance cmtee: Look at ways we can show donations of our travel on the books.

What are the implications of spending more than we are taking in for 2 years? We have obligations, but no creditors on our doorstep. We have loans, but no high pressured timeline of repayment.

Concern: Want to have more break down in some of the categories, like individual contracts and cmtly labor.

TASK: All who want more info for categories, give feedback to Bill about what you want to see in this report and he will get the numbers.

AGREEMENT: approval of Financial statement.

**Budget for 97;** Dir sales are lower than this year's budget projected, and we will have to push to realize the amount we hope for in 97.

Q's: \$15,000 balance for 95 will be more like a deficit of \$37,000.

Why is Cmag income \$5,000 more? We project more income in Cmag because we are growing. We are overly optimistic on Dir budget, we have to do something different to realize that amount. Cmag figures can probably be realized with the track we are on now.

What do you think is realistic as income for Dir? Figures include the pipeline as part of what we will realize, and that is actually about \$15,000 less in the cash flow of the 9 months figure you are looking at. The Dir income figures could be 1/2 of what these figures show.

Can we have more breakdown of labor for 97? Sandhill hours will increase. Betty will reduce.

Where we are now: Cmag labor is \$22,000 which includes some \$ to overhaul the design.

Cmag brings in \$ = to outflow. TO labor will stay static at \$12,300. Sandhill is \$9,600 for Laird, \$4,400 more for additional labor there = \$14,000 and that will go up some, probably up to \$16,000. Betty at \$6,000. If we go back on our agreement with Sandhill, it will be a major discussion. The total is higher than the number on this budget by \$7,000.

COOLER: Layover the discussion about the budget to Thurs, and do some more work on the outside, especially more discussion contract labor piece.

We owe FEC \$49,000+ at 8% compounded, for cash flow and Dir printing cost. We have \$37,000 available in the loan fund at %5 in CDs. Propose that Bd authorize the Finance cmtee, in concert with the Loan Fund cmtee, to look at different scenarios to borrow some or all of this money.

AGREEMENT: Authorize finance cmtee and loan fund cmtee to make the best determination of ways to deal with the loan fund monies and its relationship to our debt. (part of that approval includes checking with former CESC board members that it is in the spirit of the transfer of the loan fund. Two additional concerns are not to risk funds in stock market and to have funds available for loan fund applications which come forward)

Is there a possibility to approach FEC to reduce the amount of interest of the loan?

**Fundraising;** [Betty] and [Jeff G]

We have done minimal fundraising effort. During 1993 we started Friends of Community (FOC;) Affinity Program is bringing in about \$100/mo, and could be expanded considerably. We have a few small donors.

Jeff G feels that there is a great potential for us to do some fundraising. Most significant parts of fundraising have already been done—accomplishing something and doing something that is of real need and meaning. The skills needed are well at hand. Basic skills are to have a vision, share the vision, listen to other people, involve other people. We are ready to go. Fundraising process is very congruent with what this group is about.

This process will raise questions—healthy questions—for which there are no specific answers. We create the answers and grow something organic together.

Concern: want us to consider when we start taking fundraising money. Even though no strings were expressly stated, they can materialize later. AC can work with this concern in their oversight.

AGREEMENT: Put in place an ad hoc committee, composed of volunteers off the floor, with oversight by AC to develop a fundraising plan and look at what might be done in the next 6 months. Cmtee may actually respond to targets of opportunity.

CMTEE: Fundraising: Jeff G, Ira, \*Betty, Dan, Lois, Elph, Piper. If developing membership is involved, Velma would like to join the cmtee .

We need to move forward together and need to create opportunities to discuss concerns and fears.

**Fundraising concerns brainstorm;** subtle cooptation, people buying their way into the organization, ww will start before we are ready and destroy our credibility, the organizational structure is vulnerable now, possible undermining our culture, don't delegate this off to people too far from center of org., too much too soon, become dependent/ unsustainable and lose our ability to generate it, we are beggars, more work for overloaded personnel, might find out cmtly is not interesting to people, create some alienation from our membership base, that we might have too many concerns to move forward, won't have enough positive ideas to make it happen, **Opportunities for fundraising;** opportunities to discuss our issues about money; mail appeals; develop partners with people who have money—not time, to join us; might be able to pay people who work in this organization a living wage; raising the professional level; learn more about how to effectively communicate who we are and what we do; subtle cooptation of the ruling class; opportunities into media; potential funders can bring in other resources; expand the effect of cmtly; fundraising skills we learn can be shared with cmties; connect with other cmties we haven't before

**Evaluation of the day;**

+ excellent facilitation, restructuring package, supportive participants besides board members — minute taker not in circle, got too much into details, more appreciation of hard work that is going into what is presented, lighting and acoustics, more snacks, WW stuff could have been handled more expeditiously.

**TUESDAY EVENING SESSION #5 • November 5, 1996 • 8pm F:** Paul, Betty R: Laird

Betty: this is a time to go deeper—to share from the heart & listen to one another. Whatever happens is the right thing. It will start when it starts, and when it's over, it's over.

Paul: this is your opportunity to speak from a personal place, and suspend the protocol of the consensus format of our business meetings.

Dan Greenberg: I am full of energy and full of appreciation for FIC, which has been influential in my personal development. Encouraged me to believe in my dreams. Has been in touch with FIC for the last seven years and been sustained by that contact. I have struggled with whether to be nearer the center of the org, but it is now clear that it has worked well for me to be in the outer circle, following my particular path. I feel a kindred spirit and in concert with FIC, even if not an explicit part of the program.

Rena Errick: Being at The Farm, I am in touch with its caravan roots which were sometimes not well received 25 years ago. I have a vision that there will be a welcoming FIC cmtly everywhere in the world, where fellow travelers will find a home, whether for a night or a lifetime. The possibilities are unlimited.

Shandin Rudesill: communication & appreciation are themes for me tonight. Inspired by the Dialog model lately. In a place where I'm ready to ask for help and learn from the experiences of those who have gone before.

Ben Lipman: when I first learned of FIC, I only knew of one cmtly—one which changed my life (in 1990). Now I meet many who know about the Directory, whose lives have been touched and changed by that book. It is an awesome gift. I know only half a dozen other organizations that have touched people so profoundly. Admire the Fellowship's commitment to stewardship.

Harvey Baker: I think back to an FIC mtg in 1992 where I struggled with a pivotal challenge, and finally found my way out, with others, relying on 3 Cs—cmtly, consensus and commitment (where all three together are necessary; two alone are not enough). This organizational truth has bolstered my personal core.

Kathy Chow: like a dream come true. I see FIC's future in nurturing cmties get healthy and strong, til the whole planet is covered with cmties. We are midwifing the shift to a loving, caring culture. Appreciate the way we do our work—the care and flow. There are only quality people here in the org, which is good considering the work the org accepts.

Jerrel Boyd: first heard about FIC just three months ago. Pretty excited about it, because I didn't know how to find out more about cmtly. FIC has made my task simpler and I am now inspired to start my own cmtly, seeing/experiencing what you've accomplished. There are so many others who don't yet know about FIC, though they know about the lack of community in their lives. Have recently met many fine people who share interests with me, and I'm hopeful that cmtly may grow out of those contacts. Feel a strong heart connection in these contacts and in these past days with the Fellowship. May the circle of our contacts grow ever wider.

Don Janzen: enjoy this evening's mtg by candlelight. Over the years, probably most cmties met by candlelight, and this is a connection with our historical roots. Intentional cmtly is not so much a movement as a tradition. Yet there are probably more existing now than ever before—these are exciting times.

Jeff Grossberg: when I closed my eyes at the start of the evening, I saw hundreds and thousands of groups around the country supporting the needs of all in their area. I had a feeling that we don't really create the vision so much as we respond to it. Our role is to be a vehicle to serve that spirit and that force. Our challenge is to be open to that vision, to be hungry for that possibility. If we don't answer the challenge, we will be pushed aside and some other entity will be called forth. The old rules, the old questions do not apply. It is both scary and exciting.

Anthony Becket: some know that I have considerable physical pain. I thank you for your love that has sustained me this past week. The pain has effected change and allowed me to be more aware of the pain and confusion in others, and in the Earth. The world is full of suffering and now it is more bearable, knowing of the love and caring that abound in places like the Fellowship. As a meditator, I am aware of our common humanity and spiritual interconnectedness. A few brave pioneers have made a difference. FIC is a lighthouse in a stormy sea, a beacon of love and light that sustains many more than we know. This love can turn the tide, and help carry us through the current crises of our times. Thank you.

Michael Traugot: awed to be in the presence of so many heavy people. It's both intimate and awesome at the same time. While we're not anything like a majority, we're growing. I have an image of being on a surfboard, riding above the tide. The FIC is a model of steadfastness and positively in the face of a daunting challenge. We can be an influence of positive social change.

Betty Didcoct: Harvey spoke about the FIC mtg at Stonehaven and that evoked my connections to the org. As humans, we have trouble getting along—in all aspects. At root, FIC is about learning how to get along better. It is that work that sustains me through our organizational struggles. I have personally been pushed in that learning with the people in the Fellowship. I went through a very difficult time with Paul and have now come out the other end. I went through a tough challenge in relation to the administrative work 18 months ago, and Laird helped carry my burden while I sorted it out, even though it loaded him down to a point where he cannot do the things he wants to do. I can't separate my personal work and the org's work today because they are so intertwined. I have wanted the organization to make this shift in structure with deep caring and respect. We've only done OK in that respect; we can do better. We are still trying to figure out how to disagree without separating and devaluing one from another.

Chad Fuller: there was this little ship that went out into the sea. It knew where it was going but not how to get there. There was only a rough map with a ragtag crew. Over time, the crew learned to work together better. The ship visited many lands and learned more about its path. It picked up more crew and eventually went over the horizon. From my side of the globe I lost sight of the ship, though I knew it sailed well and reached its destination. The crew was transformed. Its dreams were realized.

Michael McIntyre: FIC is a catalyst, creating a joyous, sustainable future on this planet.

Jillian Downey: FIC represents love and hope—two vital needs of the world today. Sometimes we get bogged down in small details, but we always regain the wider vision and the strength to touch many.

Nathaniel: All my life, I have seen so much power in all I met. Mostly that power is dispersed in conflict and not harnessed. This week I have seen people do better appreciating each other and celebrating that power, allowing it to flourish.

Geoph Kozeny: My thoughts are jumbled. I showed up at my first FIC mtg 8 years ago and haven't missed a mtg since. I have been a part of what is now the core. This group has a special energy about it, bolstered by lots of years in cmtly living—over 150 collectively. We found a peer-ship in each other that was precious. One of the hard things about restructuring has been trying to hold onto that precious thing without limiting what others might create. There is deep sadness in seeing this group dismantled to make way for what will follow. I am not at all tired of my work, and I'm sustained through my sadness by the knowledge that the overall work

is larger than the connections of the Fellowship's core. I'm striving for a world in which we can handle all the challenges and changes without alienating the young, the next generation of leaders. I am excited by the work on our plate right now, even without any notion of how we'll get through it.

Mary Mallien: been involved with FIC for 3 years now. I called Geoph a hero once, and he didn't like that. Yet he is a hero to me. Someone who changes people's lives for the better. My vision for FIC is unchanged. I attended the Celebration in '93 and was awed by the experience. I feel called to network networks, and continue this work.

Tony Sirna: I try to keep in mind during this time of transition that everyone here, doing this work cares and wants to see it to a better place. We share a deep commitment to cmtly. At times, there are disagreements and awkward things spoken, yet it's clear the motivation is for good. A former lover once reminded me I could hold something either with a clenched fist or an open hand—there are very different modes of holding.

Michael Lee: My first exposure to FIC was the '93 Celebration, where everyone was practicing cmtly while celebrating it. Continuing that is also my future vision. There is no more effective way to promote cmtly than to model it. To live it. When the Cherokee spoke to one another, they gave each other their full attention. Each moment of human interaction is another opportunity to build cmtly, a chance to fulfill the promise of connection. Sometimes cmtly feels like an old ark; other times brand new.

(Farm Resident): This is my first time with FIC. Grateful that it's here at The Farm, my home. I knew I wanted cmtly as a teenager. My family didn't like it, but I was drawn to The Farm from its early years. It's about finding a way to do what's needed in a joyful way. Raising a family in cmtly has been terrifically sustaining for me. It has been rewarding meeting those from other cmties, where we share so much, feeling our global connections. Thanks for coming.

Paul DeLapa: there was a wonderful lesson in my waiting to speak. In the last council circle I participated in with this group, I described the Fellowship as a group of hapless marauders. And now I see that I was more the hapless marauder, and couldn't tell it. Now I feel at peace; at home with the circle. My vision for myself is about service. Is this a parallel path with FIC? There are many paths to service. Connection, contact, and communication are very important to me—email connections are not enough. Coming to the mtg is like falling in love all over again. How can I reconcile the many weeks apart between mtgs? My vision for FIC are two: 1) for myself, down the road, everyone—or at least the vast majority—will know how to create nourishing contact & cmtly, right where they are. Our message will have penetrated the culture that deeply; 2) for the org, we will inspire more intentional cmties, all over. This second one seems unrealistic, a bridge too far. Where does he fit? Fortunately, right now I can savor the question. I do not need to answer it right away. I echo much of what Betty said, and can see my capacity to hurt and be insensitive. Balancing this is a commitment to healing. Taking in the whole scene, I can feel the magic of the moment and appreciate this space of love and appreciation. Finally I have a commitment to embrace it all, the whole deal—the grace and the neurosis, side by side. So I know I'm in the right place.

Laird: I think some of the most important stuff I'm doing is trying to be complete and whole in my life. That comes to a head in these meetings. Lots of joy and pain at the same time. The separation between parts is very thin. Some parts come easily, such as service, organizing, putting in long hours. The hard and new parts are not well integrated—being aware of my heart

and spiritual connections. Even as I try to be in touch with those things, I don't know how to do it in a way that works well for the people around me. I don't want to start firestorms. I get support, but it's hard. In the last 48 hours, several people have told me I look pained. It's confusing—though I'm glad I can feel the pain. I appreciate this chance to say that now instead of in the meeting. I fear that saying this will be perceived as manipulation. I am able to make progress because of the caring and support I get in this group. I have three visions: 1) a world in which everyone is aware of the choice of community and everyone who is attracted to that possibility has access to the knowledge and opportunity for living that way; 2) a world in which there is thirst for the experiences of community living and an eagerness for understanding the viewpoints of those who see and do things differently; 3) a Fellowship in which we conduct our work in a caring, positive, holistic manner—as if we live in community with one another every day; an organization that values how we engage as much as what we accomplish.

Caroline Estes: I have little trouble identifying my personal values: truth, love, & beauty. Why am I here? I experience no conflict with my personal values. I want to assist those who want to make a change. The culture we have is one of contrariness, and sometimes we have a lot of trouble with that feature. We are a caring cmty, and one which wants to change the world.

Sometimes we get very personal about this contrariness. I especially value those not in the AC who keep coming and hold the view that we can make a difference. On the one hand, some say it is already too late to turn the world around. On the other, I believe in the hope of succeeding in turning it around, even at the eleventh hour. We have a piece of the truth and are compelled to witness it. With cmty, it is possible to weather the storms ahead and build the future that lives in our hearts. It will take incredible commitment, but it's not something we cannot do. FIC has the possibility of making the difference in the world—if we can accept that kind of vision.

(Farm Resident): I would like to tell a story. Student: I am drawing a picture of God. Teacher: nobody knows what God looks like. Student: they will when I'm done. Imagine a boat, with a rudder. By the incredible miracle of free will we can move to the rudder, a position of great responsibility.

Lois Arkin: FIC has been important in the work I do building cmty in the heart of Los Angeles. In the next few years I'm looking for perseverance and hope. Want the FIC to display accessibility with integrity.

Dan Greenberg: It is hard to imagine a single ant having a thought or brain at all. You can start to imagine that a couple ants have an idea when working in concert to move a clump of dirt. When looking at the whole ant colony however, one can see the intelligence. As a single cmty minded human, the FIC helps make me the best ant I can be. I don't grasp the purpose clearly, but sense the alignment and the value of that which I don't comprehend.

**WEDNESDAY MORNING SESSION #1 • November 6, 1996 • 9 am • F: Alex R: Betty  
Board Selection; [Harvey]**

We want to find the best system for board selection for the organization, rather than trying to meet our personal issues about this process.

The RS committee looked at processes to include more people than just the board to be involved, so that we begin to shift from having the board be the only way to work in the organization and help break the perception that the board is a closed monolithic group.

In the past the selection process has been done in the full board, and as more people came to the mtgs, we moved some of the exploration into a nominating cmtee so discussions could be more private and functional to explore issues. We are also concerned with recognizing that there are skills, balance of interests, etc. that need to be considered to yield good candidates who are capable and committed.

We want a process that is sustainable and repeatable.

Page 23 of RS document: Cmtee chose to bring one process to the floor for consideration rather than the two suggested in the document.

Proposal: Existing FIC board selects a cmtee to select a nominating cmtee (CSNC) which would be a representative nominating committee (NomCom) not just made up of board members. The Nom Com is confirmed by FIC qualified membership. Nom Com selects qualified candidates. Existing board selects the new board members.

Harvey presents the components of the process and a possible way of organizing them.

Components: CSNC, Nom Com, Qualified FIC membership, Existing board.

Qualified membership is a group larger than board, somehow involved in the work of the organization. Parameters of "somehow involved in the work" are not determined at this time.

The board would confirm or not confirm candidates that the Nom Com brings forward.

Some have concerns that the CSNC be constituted off the floor of a meeting. Others wondered why this cmtee was even necessary; couldn't we decide on a process for selecting the NomCom directly?

Discussion about final selection by the board: Some thought this is the place to involve the larger qualified membership. Approval at this level is more democratic and gives the larger circle a way of feeling represented. Some pointed out that it is looking at board membership in a very traditional mode—of representational gov't.—not in an organization trying to build cmty.

If we do the confirmation at the board meeting, then people have to be present. Who comes to the board mtg is very changeable and is a very different group each meeting. So by putting the FIC Qualified membership involvement at the beginning of the process, it makes the end process less susceptible to this changeability.

More discussion:

If we hold the value of building cmty in our working groups, then maybe the final selection of who is in the cmty should be up to the group that people are joining.

Some think it would be in the best interests of the organization to move to a place where the circle of what is considered cmty is widened.

Inclusivity and the possibility of bringing in someone who is "different" needs to be at the choice level, not the confirmation level.

Need to start with a more conservative approach now, but look to being wider down the line.

We could put the Qualified membership into the process at various points. Which best serves us? Our goal is to blend the values of egalitarian/inclusivity and mentoring/cmty building.

The further we move the qualified membership involvement to the front of the process, the more comfortable we can feel about enlarging the group to include more people which fosters our inclusivity value.

How does the value of consensus fit in at the last step?

We are making a decision for the present and will continually look at the process to refine our desire to include more people and protect the notion of cmty/mentoring needs.



Suggestion: Nom Com submits more candidates than spaces, and takes candidates to the Qualified membership.

Maybe the Nom Com needs to be bigger than 3 to encourage more diversity in the group who is doing the selecting.

AGREEMENT: For the spring meeting, the final selection of candidates is by the board.

Ben stands aside because he feels that this model perpetuates that we are a self-selecting board and some of our constituency does not like this model.

This is a fundamental approach to an organizational issue that we are trying to do in an hour and 1/2 and there is discomfort without all the issues on the table, and there is no way to get full understanding of these.

Let's look at a process to do for now, then revisit this system in, say two years, so that we are not locking this in.

AGREEMENT: For this meeting only, all the people in this room will become the Cmtee to Select the Nom Com (CSNC) and add two people to the existing Non Com (Harvey, Dan, Caroline) who will select qualified candidates to present to the board for approval at the spring meeting. This CSNC committee will be laid down after this board meeting.

Velma stands aside.

Q : can any or all of Nom Com names be put forward as board candidates? Can they nominate themselves? Yes, for this time. There is some concern that this is not appropriate for the future. This process, though not perfect, can get us moving forward on the RS process.

Concern that this is rushed, and flawed process of defining Qualified FIC membership and we will be setting a precedent.

### **WEDNESDAY MORNING SESSION #2 • November 6, 1996 • 11 am • F: Alex R: Betty**

R/S TASK: Spring mtg holdover: Discuss Qualified membership, Decide complete board selection process, Guidelines for selecting nominees

AGREEMENT: Nom Com selects nominees for board. Anyone can propose candidates to Nom Com. All nominations go thru nom com.

AGREEMENT: For this meeting, people who are interested in joining the existing NomCom can volunteer, or people can be suggested. That group goes off to decide how they want to select, and then select the two additions to NomCom. They bring those names back to this group for confirmation.

This group is: \*Jillian, Tony, Tree, DanG, Paul

Why is the existing NomCom not included in the process to select the two? So this cmtee can feel as free as possible and there is no suspicion of interference. They can ask any or all of the existing NomCom into their process.

The board candidates need to have skills and their qualifications need to be assessed. We need board candidates who have board skills, and NomCom needs to be good at assessing .

### **Clusters and Committees; [Geoph] (page 9-13)**

Concept: We want the board to see if they agree to the overall concept, not micro design the clusters. The intention is to give a way for the board to relate to the program. We do not want to get stuck in a static structure. This is a flexible organism for organic growth.

Geoph's graphic: (page 11 of R/S report) this is an overall diagram, do not get stuck. There are some added bd cmtees—minutes, facilitation, etc. which serve the board.

Center is the board. Oversight has already been confirmed. Circles in the board represent liaison roles. From the liaison is a line of communication which goes to the clusters. Circles represent roles, not people.

Each cluster might vary in size and function differently from other clusters. That can be worked out. Each cluster needs to figure out how it wants to relate back to the board. The flow of info and resources is not worked out yet.

Executive cmtee is made up of 3 board members. Oversight cmtee is made up of exec, plus treasurer and exec secy. No decision will be made on these parts today.

Each cluster needs resource allocations, communication lines, overall management, real people, representation/accountability, decision making and approval/override.

Q: Some clusters have managers which the board hires and fires, so what is the control or the function of the line between the board and the cluster? The bd appoints or delegates the top level people of these work groups. Bd does values and oversight of these managers. Bd evaluates only the top level of the cluster. Cluster could have a manager, cmtee, collective, etc. Or the liaison could be a group (as ERB is now for Pubs)

Function of reporting back to the board can be a person, a cmtee, a collective.

AGREEMENT: We accept the concept of clusters and their relationship to the board including the liaison concept.

### **Job description template;** (page 17 and some info on page 14)

We want to ask each group and person doing work for FIC to do a job description and this is a possible template. Shows history, goal of work, flow of info—some primary and some secondary.

Discussion:

The template items on pg 14 are not hard and fast points; they are guidelines.

Point 6 will help us to reorganize the system if necessary.

Point 3 Indicates current resources already available and what is still needed. Does this need to be in the job description? This is always changing.

Is job description the right label here? Job/Activity description might be better, because it is doing more than one thing. Could consider it as a state of the cluster report.

Job=for individual. Activity = for group is the way some would rather have the labels. Might separate what is part of the job description and what is a status report.

In point 4, add "of labor" after "distribution."

This template is for jobs which have never been done before as well as some which have a long history. This will be a template list in progress. As some of this work is done, this list will get shorter. Just knowing where information flows will help us, even if there is no change in the structure. We understand that this will all take 3-5 years to manifest.

One goal is to have this information help to create easy access to get into the clusters/work of the organization.

Point 6 Add "actual/potential before "organization."

Is the energy and time required to create these documents worth the result? Are we going too far here? These reports are dependent on constant updating to be a good tool. Is this realistic?

This is a huge administrative job to get into place. This development will take 3-5 yrs. It can provide excellent information for people wanting to join the work.

AGREEMENT: There is a need for a job/activity description. There is more refinement needed to clarify details of this template and process. Part of this refinement process can be for some implementers/clusters to try out the template to help in the refinement. The template design will be brought to the board in the spring.

TASK: ALL involved in an activity/job are encouraged to start working on the pieces of a job/activity description using the template.

R/S TASK: Essence of a conversation to have in the spring—the value of the level of work involved to do the planning and recording required in the template model, and its relationship to the role/value it serves. One suggestion is to have a Cmtee comprised of people with differing perspectives to hold an open mtg at the next cmtee day. There was concern that this is a board level discussion, not clear if a pre-discussion is needed before the board discussion. Do we need a job description focalizer?

TASK: Chad will make a job description template that he has used in his work available. Send to Harvey.

CMTEE: Job Description template \*Harvey, Elph

**WEDNESDAY AFTERNOON SESSION #3 • November 6, 1996 • 2 pm** F: Caroline, R: Betty  
**Report from ad hoc CSNC:** Proposed Jillian & Tony will join NomCom.

AGREEMENT: That Jillian and Tony be added to the Nom Com, with the concern stated that we are stacking this cmtee with potential bd candidates, which exacerbates the question/concern of Nom Com selecting themselves to be bd candidates.

**Communities Directory:** [Laird]

**Directory managers proposal;** ATTACHMENT #4

AGREEMENT: Jillian and Elph will be managers of the Dir, 3rd edition project.

We have been looking for a new Dir manager. Elph and Jillian have been involved in the project and are qualified to move into this work.

Q: How do your travel plans inter-relate to the production of the Dir? Dir production will be after the travel, though production may happen in more than one location.

**Raising price of Dir;**

Now the cover price is \$20 for individual, and \$30 for institution. Laird would like to hear concerns about raising the price and give him a range of acceptable price, so he can make the decision.

Wants to take effect immediately by stickering a change on the current books.

History: few complaints when the price raised from \$16 to \$20. When we raised the institutional price, we have heard almost no complaints. We have tried to protect the low range of the price. We are on the low end of comparable books.

Q: Is there a possibility of having a sliding scale? Would be difficult to administer.

Could we offer it at a lower price if they ordered directly from us? We may be on shaky ground to say on back cover that book is available for less \$ than the book stores charge.

There is a concern of accessibility for low income, and more work could be done to make Dir available in libraries.

**Ideas for making lower priced Dir available:** You could buy books at wholesale, then sell them for whatever price you want to. Buy at an old price if you do outreach and let people know about the book—libraries and bookstores. If someone cannot afford a book, FEC could place a Dir in their local library.

Discussion: The higher price gives us a great opportunity for offering Dir at discount for our members, and on promotionals, etc.

How will this price change impact the goal we have to move our Dir inventory? Our guess is that it would slow down sales, and increase revenues. We anticipate that Dir would be gone by the time our new Dir comes out.

AGREEMENT: Laird has authority to go up as high as \$30 for the price of the Dir. and this implies that the price can be raised to \$40 for institutions. One stand aside from outside the board—they had a problem with raising the price of the existing book.

Q : What info do we track that could give us feedback on the impact of the price raise? Difficult to track, because some of them are already in the wholesale pipeline. We can monitor reactions.

**Ways to increase Dir Sales;** Looking for ideas and commitments:

- Get 800# and way to do credit card sales.
- Develop publications marketing group. (Corinna offers her services)
- People travelling could take to Coop groceries, encourage them in their libraries (we have done mailings to these stores)
- Travellers could take to New Age book stores (also touched with mailings)
- Get database of neighborhood fairs
- Can give Dir on consignment to those who want to promote
- Ask for multiple copies of order form for people to spread around
- Stock up people who give talks to put out fliers for Dir
- Put together packets to show bd members what they can do
- Read You can Hype Anything
- Be proactive about speaking to churches and doing public speaking about cmtys
- 10 copies @ 40% off. Buy wholesale, do a brochure to promote as a business opportunity.

COOLER: values involved in having credit card sales.

**Community Building Manual;** [Diana] ATTACHMENT #5

Diana had frustrations from the lack of board response and her own inability to get material out. There is an interest for others to take over, or to put it on the back burner.

We are all overwhelmed. Great appreciation of all the work Diana has done and willingness to stick with it this far.

We recognize that this is a money making project.

Discussion: Unclear about what we are doing—annotated bibliography, bibliography, reprinted articles we own, a selection of reprints of articles we do not own, or something in combination. Something we publish needs to have screens, balance, quality, before Fellowship's name could be on it. Someone like an ERB member would need some review. Who can take on this project? There is a blend of those who may not have enough experience for an overview of what could be developed, those excited about doing it who may need some oversight from overworked people, who need to be in an oversight role.

What about having the end users screen what was most useful to them. Those who come to our meetings or inquire about starting new cmties?

This could be a massive project, which can put people off.

TASK: Tree will meet with people who have thought about the Cmty Building Manual project so far, make a proposal to Pubs mgr, who may engage ERB for advice about how she might proceed. Shandin is interested in this project too.

TASK: Jillian and Elph offer their advice on book production to the Cmty Building Manual project.

Diana has been planning to write a book on her own and wants people working on this to know. This project would be a good opportunity to mentor.

TASK: Diana would be willing to give Tree advice on Cmty Bldg Manual.

TASK: Laird as Pubs mgr can be mentor to Cmty Building Manual project.

### **Press Kit; [Diana] ATTACHMENT #6**

Committee met here and decided that Paul will design the press packet and it will be printed. 50 will be in Sandhill, 50 will be with Diana. ERB is oversight for this project.

We have requests and there are places we can make it available.

Q: Can we consider inviting press to our board meetings. Set up a press table at our meetings?

There may be some value concerns about this.

TASK: Lois and Diana will talk about the potential issues in inviting the press to our board meetings. Need to consider how content of these mtgs might be interpreted if the press comes.

COOLER: If Diana and Lois identify board values issues involved in inviting press to board meetings, they will bring them back.

Acknowledgement to Diana for all the work she did and the ERB for their work in oversight.

TASK: Media cmtee consider the suggestion of selling the media packet.

### **Board Cmty Day plans [Harvey]**

Options: stay here, stay here in AM, go to Dunmire Hollow in afternoon and evening, go to Dunmire Hollow all day

### **WEDNESDAY AFTERNOON SESSION #4 • November 6, 1996 • 4 Pm F: Zev R: Betty Office; [Laird] ATTACHMENT #7**

How you can help; We want to do internships. Tree came out in the summer. Now that the trailer is set up, we are almost ready. By spring, we will have housing for interns, board members, etc. to come help.

In 97, Laird will be away more than usual. Tony and Star from Dancing Rabbit will be handling things and forward what they cannot handle to Laird in NY and VA while he is on the road.

Laird will hold primary responsibility for office, Tony and Star have it as a second priority after their work of setting up Dancing Rabbit.

Q: How much has the internship idea been promoted? We have not developed this as an outreach program, but opportunity is open for word of mouth to work at this time.

Contact the office for ideas to develop internships that might be possible from Spring onward.

Especially looking for people with carpentry skills.

FREEZER: Do we need to continue MCI email account and develop individual hardware.

Acknowledgments for the work Tree, Geoph, and Laird have done getting the trailer set up. Ben has building materials and supplies if anyone is running a vehicle between Boulder and Sandhill.

**Next meeting location;** [Betty, Ben]

Arcosanti is enthusiastic. We would be camping. We could cook or they could cook for us. Would probably be in the range of what we have paid in the past. Response to having 100 people means that we need to camp.

In May is a good time for camping. Not too hot at that time. Would not be too cold.

TASK: Ben will check out if there are indoor accommodations and for how many at Arcosanti. Check out if we can have cooking and what that will cost. Ask about food trades for fees.

AGREEMENT: After the initial exploring calls, the negotiations for meeting sites get turned over to host/negotiator.

TASK: We need job descriptions for the initial contact person, and the negotiator for board mtg sites.

TASK: All. Next year is the 10th anniversary of FIC and we should think about where we want to celebrate that. Special meeting? Something different?

Edenvale in BC: They are very enthusiastic to have us. Their size would only permit a board meeting, not a regional gathering. They can take up to 40. With only a few camping (4-5 tents) We would need to negotiate down from their bottom price of \$60 for rm/bd.

**Next meeting design/layout;** [Dan & Harvey]

RS is offering a proposal to have smaller organizational meetings rather than a large regional gathering approach and trying to integrate new people. The tension of getting the work done and the energy needed to integrate new people and running a regional gathering has led to the proposal to do only one regional gathering each year.

Discussion: Open Space weekend requires time and energy for the board to attend, yet this is a time to listen to the constituency and participate to offer ways FIC can interface with the initiatives. Important for these connections to be made and maintained.

This has implications for how we design our meetings. How do we design our time? Need committee reports? when? at Regional gatherings? How do we share info about regional gatherings and networking with other organizations.

Should there be an expectation that bd members attend the open space days, should reports from other conferences be given in written report only? Do we continue to have regional gatherings with every bd meeting?

Discussion/decision about the next meeting is needed so we can decide where/how to negotiate. Referred to Later Cmtee.

**Global Ecovillage Network;** [Albert] presented a video and slide show made for the conference in Turkey.

Many cmty movements have tried, but never succeeded in changing the mainstream. The ecovillage movement has this potential because now the stakes are higher. We can speed up the learning curve.

Want to show models and what things people are doing. Show what is happening in communities to help the projects along. Proposal in the UN to vote \$100 million (we may have not asked for enough) Do we have plans to use this money that would not be wasteful and could demonstrate what could be reproduced again and again?

How can we create a viable network that will make this happen? The Findhorn meeting in October 95 drew 400 participants (turned away 300) We held regional gatherings there. Europe/Africa, Oceania, North and South Americas was the third region. Gaia Trust funded three offices with secretariat in Denmark.

There are many things in place with people but they need a push of money. One of Albert's tasks is to identify as many ecovillages as possible and find ways the UN \$ could be used to make this a viable movement.

Focused on the first world because they need to change first. There are some villages emerging in the 2/3 world - India, Argentina, etc. Ecovillage Center is evolving courses to teach people in fundamental design. Once this courseware is developed, it is transferable.

In the US there is a federal plan to do extensive planning. Oregon has the strongest land use plans. Alpha is ideal to be an ecovillage, but they are stopped by the land use restrictions. What can we take to our planning departments? How do we integrate this? Fundamentally, we will have to answer land use issues.

Ways to work with FIC? Albert is open. He would like to not be duplicative and waste our energies. If FIC does a Celebration gathering, have the ecovillagers within it. He sees funding mechanisms coming thru GEN that FIC cmties can take advantage of. The US is so ahead of Europe and Australia in our work that identifies cmties. Now can move in with the environmental consciousness. Relationship with FIC/GEN could be like FEC to FIC—each autonomous. Large % of FIC cmties have a strong ecological component. We used it as a screening question for the Dir and they all identified themselves as ecologically focused, so it is not very informative.

What standards are you using to define an ecovillage? We had this discussion at Findhorn. People come to environmental change on their own terms. We are not coercive, but provide models to try. We would not say that you are/are not an ecovillage. We could provide an audit tool to help them get more ecological. Farm first audit scored 75 out of 100. The Farm was strong on outreach. Have more than one generation. Soil fertilization is increasing. Weak on insulation in houses, poor on transportation. It increased our awareness. Ithaca could not get permission to do alternative sewage, so they consider themselves successful if they get 14%

Many into ecovillage come in thru physical/ecotechnology. FIC has something to bring in human/social technologies. Design exchange and newsletter could help.

Midwest Renewable Energy Assoc. in Iowa last year did not know of the Dir. Do not know of the cmties movement. Sustainable culture is the interweave of all these parts. FIC could take seriously the education of some of these groups about the cmtly movement.

Organizational meeting in July 16-22, 97 at the Farm for the Ecovillage Network. Do mission statements, documents, etc. Probably will be the whole North American Network.

**THURSDAY MORNING SESSION #1 • November 7, 1996 • 9 a m F:** Alex, R: Betty

**Bd cmtly day schedule:** In morning: feedback and debrief which will be open to everyone still here. Lunch at Farm, then go to Dunmire Hollow for afternoon and eve potluck. Return to Farm. Later committee can stay at Harvey's Friday night. Later committee at Harvey's on Sat and Sun. Tonight is open

## **Restructuring, continued;**

### **Human Resources Cluster; [Geoph] Page 27-29**

Consider this cluster like New Year's Resolution. Gets a little better each year. Don't do it all at once.

This cluster looks complex. Has 3 main clusters: Health and Wellness of the org, Personnel, and Board Selection—including NomCom.

This cluster will implement "How jobs are filled" on pg 27. We have constituted cmtees by volunteering with a show of hands. Personnel Cmtee will develop a structure to identify which cmtees need all the personnel selected by the personnel cmtee, just by the convenors, or if they can be filled by volunteers off the floor.

We want more than one way new projects can come into the stream. There is more work needed to develop a template of how a project can be developed. We recommend that proposals be reviewed by the Human Resources cluster in concert with the Finance Cmtee, or some process like that.

At this point we are saying that this feels right, much work is needed to iron out procedures. We are looking for agreement on the general ideas.

As we formalize the structure, we want to always keep in mind to not stifle new people coming in. Keep a warm, human face on the organization.

Discussion: Pg 28, 3rd bullet is crucial for board. There is a concern that projects might come into the organization without the board knowing about it. There needs to be some mechanism that gives the board knowledge and has some sort of way to filter for values and determine priorities for the new project in relationship to the whole organization.

We recognize that this is a place which will be informed by experience. We don't want the structure to make it more difficult to get things done. There is a delicate balance of getting work done and staying true to who we are.

What the RS cmtee has attempted to do is create a variety of options for ways people can come in. In the past, the way in for new people has not been visible enough. There is potential here for the board to consider new projects in a consistent way.

Concern that we are creating multiple power centers and there are more hoops to jump thru which can make it more difficult. The finance cmtee might constrain, if we are in a tight financial situation and the project would not even get considered at a more mega level.

**Involvement of new people;** R/S sees a Hospitality and Orientation cmtee at the board meetings to make people feel welcome and to integrate them into the organization. At this meeting we had a volunteer meeting to share ways to get involved in FIC. 9 people showed up. We still need to give a lot of thought as to how to utilize the 9 people .

R/S TASK: Lots of support for developing new ways to integrate new people into the org.

Concern that for this to work well, we will need implementers at these organizational meetings. How can we deal with the financial aspect of this?

AGREEMENT: We create the Human Resources Cluster. We recognize that we need more definition of job descriptions for some of the roles in this cluster.

## **Personnel Committee;**



R/S TASK: Is the personnel cmtee a standing cmtee? have no terms? or defined length of terms?

Suggestion that an AC member be steward of the development of this cluster. Right now we need a Personnel cmtee. Right now the NomCom does this work in a vacuum. Lots more work is needed, but some jobs we need to move on now.

Suggestion to call Personnel cmtee the Human Resources cmtee instead. Some discomfort with the name personnel.

Need a cmtee to develop this cluster (human resources cluster development cmtee)

Human Resources cluster development Convenor selected here and meet with those who are interested.

How jobs are filled is not clear yet and the cmtee needs to define

AGREEMENT: Nom Com be charged with bringing forth a Personnel Cmtee later at this meeting for confirmation, which will serve until Fall of 97.

AGREEMENT: Newly selected Personnel cmtee meet with volunteers for Human Resources Cluster Development Group, and then name members of this group from the volunteers and bring back to the board for confirmation.

CHECK THIS OUT CMTEE: Human Resources Cluster Dev Group volunteers: Geoph, Caroline, Paul, Velma, Betty

Role of ministry function and the Oversight cmtee is confusing. What is the difference?

Oversight cmtee is for global oversight of the org.. Ministry is more concerned with individual people, social health. There is overlap of these two goals, but each holds different areas.

Oversight cmtee which includes the exec, works with interpersonal dynamics.

RS cmtee's thinking: Oversight function in the org. is not an implementation role. Oversight and Ministry implement and explore the concerns (possibly raised by the Oversight cmtee)

**CSA;** [Don Jansen]

You are not alone in your restructuring process. CSA is 24 yrs old. In our mission statement we serve 3 groups who study cmties—the academic world, curators of restored cmtly historical sights, and people living in cmtly. And we educate the public about lessons which can be learned by cmties.

We have a standing cmtee on contemporary cmties which does outreach and gives presentations at conferences. After the Amana conference, within two weeks, 6 student attendees had visited cmties. Lots of interest.

We also have a Nominating committee for our board slots. We have 14 bd members (1/3 academic, 1/3 sites and curators, 1/3 contemporary cmtly) and 4 officers. . Current president is Harvey. Veep is from a convent cmtly.

**THURSDAY MORNING SESSION #2 • November 7, 1996 • 11 a m • F: Tree R: Betty Administration Cluster;** [Elph] page 30-32

**Secretary description;** We are presenting a down the road shining goal, not what is possible in the moment.

Q—Are you thinking of the role of exec sec'y similar to an exec director? yes

Q—How does exec and corresponding sec'y differ? Corresponding sec'y is a function which needs to be filled, not necessarily a person. Graphics not quite in line with the document so it is confusing.

Q—What is the relationship of the ofc mgr position to the exec sec'y? Still not clear what RS is desiring for responsibility/supervisory in these roles. Is it a peer relationship rather than a managerial relationship? If peer, where are the lines of authority? Who hires/evaluates which? Who is liaison to the board? These questions need further exploration.

Discussion:

Some are concerned that we have not given enough thought to the specifics.

Under the first statement about Secretary, bullet #4. Take the first sentence out because we are not clear about the relationship between Sec'y and Ofc mgr.

AGREEMENT: of the concept of role of Sec'y as it is beginning to be articulated on page 30 of the RS document.

**Does Exec Secretary serve on Board?;** may not need a decision to be made at this point. Automatically or allowed?

Discussion:

RS sees exec sec'y as staff to the board. To have that person on the board, muddies the relationship between the sec'y and bd.

R/S TASK: for May 97 board meeting: discuss whether or not the exec sec and treasurer be ex-officio members of the board, to be expected to be at board meetings .

We were at a decision point on this issue, and had a Stand aside by Laird who did not see how having sec'y and treasurer as ex-officio members of the board will advance us in our process of restructuring. His preference is that we not take a position on it and let the situation call forth the appropriate response.

FREEZER: relationship of ex-officio members to their participation in the consensus process. Underlying issues around how board and ex-officio members will deal with conflict.

In the short term, Laird needs to be on the board. In the long term, it is clearer that the relationship needs to be more separate. Some see no reason to separate the sec from the board.

**Office manager;** Jobs described on page 31-32 is what we have in place now. The specifics of these jobs are not necessarily done by the ofc mgr, but s/he are in an oversight responsibility.

AGREEMENT: We accept the role as described for the Ofc mgr, recognizing this is also a work in progress.

R/S TASK: Can the office mgr and exec secretary be the same person?

**Executive committee;** page 24-25 Three people from the board to serve the needs of the board in between meetings. Make necessary decisions for the board in the interim.

Intention that the oversight committee is to replace the role of current AC. How does it inter-relate to the functioning of the exec. cmtee? Exec is potentially an implementing cmtee. The oversight cmtee is not an implementing cmtee. These two cmtees are to give support to the exec secretary.

Q—Why the limits in length of terms for exec? We want to avoid institutionalization of power in a certain few. On the other side is the problem of continuity. RS was not comfortable with what is outlined here completely. 18 months is too short. 36 months might work with staggering of people's terms. Hold in mind that the terms can be refilled, or no terms at all.

Discussion:

Concern we have been trying to create more accessibility to the core—does exec and oversight cmtee replace what is now being done by the AC. Are we creating another AC?

There was concern that the exec sec needs to be on the exec cmtee. Oversight cmtee is for the oversight of the whole organization. Sec'y needs support for day to day work.

RS thought the exec cmtee would make decisions in the interim for the board and not help with day to day assistance to the exec sec in making interim decisions.

Administrative liaison could fill the role of daily contact to fill the sec'y's need. The liaison would be on the exec cmtee.

Does finance liaison need to be on exec?

AGREEMENT: The liaison to the admin cluster will work with the Sec for support between board mtgs. This liaison will be a member of the exec cmtee.

**Term limits of the exec cmtee;** Need to be aware that the length of terms here might affect the terms of the board members on it.

Discussion: Some were comfortable with 24 mo term, but with no term limits. Some wanted some limit on terms. What about 36 months with review in 2000?

Caution that we are not overreacting to make sure that there is no entrenchment by making terms too short. We are replacing some of the functions done by a group which has served together for 8-9 yrs.

We are not informed enough for a decision about terms at this time.

If there is a really good team in place, we would not like to kick them out. Can we have some flexibility around this? If there is stagnation then we need to figure out ways to deal with it.

AGREEMENT: Approve the concept of exec cmtee with no decisions about lengths of term or term limits.

R/S TASK: Length of terms and term limits needs to come up early in May mtg to give some direction to the Nom Com.

### **THURSDAY AFTERNOON SESSION #3 • November 7, 1996 • 2 pm • F: Tree R: Betty Oversight committee;** {Elph] page 25

This committee is defined by jobs. As long as the people hold the jobs, then they are on this cmtee. Composition is made up of exec cmtee, rep from human resources, treasurer and exec secretary. This cmtee will not be constituted until the fall of 97

AGREEMENT: we agree to the concept of the oversight committee.

**Current Administrative Committee;** page 24, second bullet under oversight.

AC has been giving over as much of its implementation work as possible.

AGREEMENT: AC will be disbanded when the exec cmtee and oversight cmtees are functional.

### **Committees serving the board;** page 26

Q—Are these cmtees composed of members of the board? Some may be and some may not be. These are cmtees to fulfill functions rather than being policy making cmtees (with exception of values cmtee, possibly)

The Minutes, Facilitation, and Agenda cmtees would function within the organizational meetings cluster in the events cluster. Can a Secretariat serve the board meetings?

AGREEMENT: Board can constitute cmtees to serve itself as needed, with the express directive that any committee created be placed into a cluster if appropriate.

It is left to the board to decide if they need to establish a values cmtee to serve its needs.

R/S TASK: Issue of what things need to be placed in clusters and what gets held by the board.

This is part of the work to decide where the work of the current AC goes.

**CMTEE: Personnel cmtee** proposed by NomCom and confirmed by the board: Betty, Dan, Zev, \*Paul

CMTEE Charge: Personnel committee at this mtg: select the Human Resources Development Group, Develop comprehensive plan of where personnel involvement is in various clusters/cmtees for selection of personnel, job descriptions. This cmtee does not work with selection of board nominees.

CMTEE Charge: Human Resources Development group: Look at names for different positions within the clusters, plus job descriptions, plus accumulating names. Develop comprehensive plan for organization of Human Resources cluster.

**Vision cmtee report back to mtg;** [Nathaniel]

This cmtee was to draw together a process and product for articulating the vision, mission, goals and purposes and circulate it before the next meeting.

We came up with two basic options: 1) a facilitated board group process to come up with a vision statement, probably at the next spring meeting. Vision cmtee selected at that time would take that statement and coordinate with it with our mission and purposes.

2) Starting with existing documents, a cmtee would be established now to come up with sample vision statements and solicit feedback thru phone, letters, etc. from seekers, sample of individuals in cmtees and some members in the general public. The cmtee would come up with 2-4 excellent vision statement options and come back in the spring for board approval.

Q—is it possible that only one statement came before the board? Cmtee thought it would be better to have some choice.

Discussion:

We need to select a process which is within our range of possibility to accomplish.

Idea of soliciting input from our constituency is a good idea, but crafting the vision of this organization is absolutely the work of this board.

There is a power of the group doing the work themselves together rather than going around to get input. The synergy is important here.

Be clear that the cmtee understands that their work is useful to provide a base to work from, but not have the expectation that they are presenting the finished product.

CMTEE Charge: Vision cmtee do what preparatory work it can for a presentation in the spring, including bringing together previously written material (IRS application, brochure, minutes, etc), and the possibility of soliciting what input they can from our constituency. If a draft can be created before the spring mtg, circulate it earlier than the bd mtg.

Who is interested? Laird, Ben, Lois, Dan, Tree, Chad. Personnel cmtee will work with this list.

TASK: All who have input for the visioning committee (about such things as a process to work with the material, want inside/outside facilitator, input from contact with our constituency, etc) give it to vision cmtee convenor, Lois.

**THURSDAY AFTERNOON SESSION #4 • November 7, 1996 • 4 p m • F: Tree R: Betty**

**Personnel cmtee presented cmtee recommendations.**

CMTEE: HR Development Group: Caroline, Earl, and \*Paul with understanding that Geoph and cmtee would work out a relationship to get Geoph involved in a feedback loop.

CMTEE: Vision: Laird, Ben, \*Lois (Paul and Betty available for consultation around process for the board at the next process)

TASK: Paul has agreed to be convenor of Personnel cmtee (rather than Dan)

**Implementation of the RS process;** [Velma]

Many pieces are left to do. Some have been assigned out as tasks to work on at the next meeting, and some will get finished as we evolve. This cmtee does not see our role to do further development.

TASK: Betty will go over the Farm minutes to pull out the RS items left to be worked on (labeled as R/S TASK)

TASK: RS cmtee needs to bring together a list of all the loose ends and prepare the presentations and agenda items related to RS at spring mtg. Will meet one day prior to the bd mtg.

TASK: Caroline will prepare an outline of the RS agenda to give to the Bd mtg agenda planners so they have the info they need to create the May bd agenda

AGREEMENT to extend the tenure of the RS cmtee as previously constituted, Harvey, Elph, Velma, Earl, Geoph, Betty. Caroline is the facilitator. They will do the work needed for the Spring bd mtg.

**Organizational meetings;** We have put forward some of our thinking, but do not have a specific recommendation about how to go. We may need to make a decision about this in the spring.

AGREEMENT: for the time being, we will change the name from "board meetings" to "organizational meetings." being open to another, shorter name.

(org mtgs, OMs.) These meetings would include some of the cmtee mtgs for implementation and the bd mtg would be a component of this meeting.

**Organizational structure of meetings;**

RS has a proposal to alternate having regional gatherings in conjunction with organizational meetings with having only organizational meetings.

If one meeting a year was not to have a conference, we could rotate them around the same set of locations to avoid having to do the planning necessary to go to a new place.

Attempting to find balance between focussing our energy at meetings and letting the meetings serve as a networking tool. We would be cutting back opportunities for meeting new people and making new connections by 1/2. How much do we want to take advantage of rotating around all over as one concept, and then consider if we want to have a regional gathering added to the meeting.

To focus on the work of the organization, having a regional gathering each time is interfering with that.

Historically we have done open space 3 times. Prior to that our meetings were around 35 people which were strictly bd mtgs with people observing that process. Liked having smaller bd mtgs with understanding to those who come that they are coming to a board meeting.

If we have people who are willing to do the outreach component and that was their focus, and the board could have its focus, then we might be able to do both. Look at the possibility to look

toward a group to do the regional part and not depend upon the board to do the organizing of the regional gathering part.

There is a clearly perceived need being expressed that they are not getting otherwise in most places. These regional gatherings are blocking us from going to a large number of cmities to get contacts. Seems that doing it on a case by case basis makes more sense.

Jenny cannot carry a large regional gathering by herself. She is comfortable with doing the smaller board meetings, but not these large ones in the way we have been.

If Regional gatherings are held adjacent to our bd mtgs, it would be good to have press come. If we change it, with just board meetings, there is not much interesting for the reporter to observe.

If regional networking gatherings happen, we might not have enough board people there to be interviewed by the press.

Some regional areas are planning conferences and we might collaborate with them.

One of the prime missions of the board is to develop our constituencies. The regional gathering gives us an opportunity for us to be visible to that constituency and for us to listen to what is there. What relationship do we want to that part? Do we want to tone down that part just at the point we are developing it?

If we separate the bd's presence (and imps) at these events, we do it at a cost. Need to make sure enough bd/imps/people with roles in FIC be present.

How did it work for AC and key Open space people to do both in one meeting.

Feedback from Betty and Laird: It has worked well for them with this timeline, and we had enough people here this time, could have used more people. It would help us to have repeat visits to the same sites. Support to Jenny's work

Could we produce enough money at the gatherings to pay people who do the extra work?

Can we coordinate with a regional group.

30 hrs in 3 days may be too much for some. Having board meetings as just bd mtgs works better. What about bd mtg ahead of regional gatherings.

Jenny: Need a minimum of a team of 2: housing and food. People who are not involved in FIC work. Site unseen makes it really hard. I can do bd mtgs on my own, maybe with a helper. I cannot do this kind again alone.

Ganas \$1500. Farm \$750 produced.

AGREEMENT: That the next meeting be an organizational meeting held in British Columbia, with the possibility of a regional gathering near the mtg site, if logistical details can be worked out. The later cmtee/AC be empowered to work out details and make the decision about regional gathering.

Later cmtee will have a spokesperson at a regional. gathering if we have one.

Building a regional network is best done with time. If they are adjacent to board meetings, it will help the job of putting on a regional event easier.

We need to organize our meetings one year in advance. We have a site position on the clusters, and they will be doing that work.

TASK: Personnel to build the people in site cluster ASAP and bring back to spring. Interest: Alex, Ben, Zev, Geoph would be resource

TASK: AC or Site cmtee to investigate Arcosanti as a site for the fall.

Release expectations of board members from attending the upcoming spring reg gathering.

Have a smaller meeting in British Columbia.

Need more discussion.

Organizational meeting with primarily the board in spring (notify membership but no mailing to broader mailing list) and to Arcosanti for the Fall for an Open Space.

Concern if we go to British Columbia and don't do contact with them there.

FREEZER: That we stay organic in our decision about whether or not we need a regional event or a small event. (not determine a formula for the future)

Arcosanti would comfortably support a regional gathering. If we do a regional gathering there, Ben will do a lot of work. There might be energy in the room to do the regional part.

With these long meetings, we are limited to people who can donate a month of their time to these meetings. How we layout these meetings days wise, will be a significant factor.

Purposes we have furthered. Originally we wanted to further regional networking. Next meeting we advertise that we invite people for only one time slot for organizational cmtty day to sit together to talk.

**The next spring meeting;**

TASK: AC decides on the meeting schedule after hearing the needs to have a 4 day bd mtg over a weekend. (Pref to travel home on Sun with Wed-Sat meeting days.)

Concentration on finishing the RS cmtee work. More cmtee days would be great. We were heavily scheduled for meetings.

This set of meetings was the most sane we have had for the amount of work

**THURSDAY EVENING SESSION #5• November 7, 1996 • 7 p m • F: Caroline R: Betty Fundraising Cmtee Report [Betty]**

Had three meetings. Decided that our immediate task is to start an educational process to learn what fundraising is all about. Jeff G. has been invited to TO to do some workshops, then to Sirius, Sandhill, Sunrise, perhaps something at Alpha, perhaps in L.A.

Also start to look at values issues for this group and organizational readiness. Come back in the spring with some ideas for how to proceed in a fundraising program.

**Other miscellaneous;**

Paul: Reminding people to send examples of magazine pages that you like and that you don't like.

Regional networking report will be moved into the Later cmtee. Qs see Ben.

**Budget; [Laird]**

Looking at the budget for 97 labor. These figure are higher than reflected on Bills' budget which reflected \$50,000

Cmag	\$23,000	Includes redesign of Cmag
Twin Oaks	12,500	
SH/DR	21,500	Laird 9,600. 1,000 for cmtty database. 30hr/wk for Tony & Star
AF	1,000	
Betty	3,000	Minutes, Affinity, small admin piece, Fundraising
	\$61,000	

97 budget does not carry over the \$37,000 from this year and the \$25,000 from the yr before. Breaking even this year, still does not leave us in a good position.

If we sell more Directories than usual, we could come out OK.

There are some initiatives that we have been/will be launched which might bring in some results for Dir sales.

Laird thinks \$45,000 is more realistic for retail sales, Bill reflects 95,000 which has accounts receivable, which Laird thinks will not materialize to that level.

Getting more people to push Dir, will not raise the \$50,000 short fall.

We are putting out bids to find a new printer, but there is no anticipation that the expense will go down.

Consider reprioritizing so that there is more emphasis on fundraising.

TASK: All be active about selling Dir.

What about cutting down on # of pages of Cmag? Would not make a significant difference.

What about a big press release to the media to get more articles out to paint a glowing picture about alternatives, and then show that you can get this book about it.

What about increasing advertising? Would that significantly increase income relative to the amount spent? We have a card pack out and we are getting good responses. We already advertise in the obvious places.

We might consider not having travel subsidies.

What about other money making ideas besides publications?

Could strike ad hoc cmtees to get us out of hock. One cmtee could look at immediate fundraising. Can the current fundraising cmtee do this task? Key decision makers need to sit down. The people who bring the most to that process are on AC.

AGREEMENT: to give AC oversight to the fundraising and Dir marketing ideas which might come forward in the interim.

One cmtee could look at ways to increase sales of the Dir. Pub mgr could receive these ideas.

CMTEE: Ad hoc immediate Dir marketing cmtee: \*Laird, Jeff G, Corinna, Nathaniel, Tree, Ben, Tony, Alex

CMTEE: Immediate fundraising: Chad, Zev, Velma, Elph, \*Jeff, Nathaniel, Laird

Regional gathering: Auction

What would you like to hear during the year about the progress on the short fall? We will be putting the info in Quicken, so info will be much more readily available than doing it by hand.

Suggestions — to put out a letter stating that we have a shortfall, and are looking for support.

TASK: Finance cmtee go back over the budget to find places where we can make cuts in the budget.

Suggestion to cut the travel subsidies to \$1,000 for the year of 97. Going to British Columbia and Arcosanti will be a stretch for some. This feels like going back in attitude about our poverty consciousness.

TASK: Finance cmtee: to get a report to the board ASAP after year end, hopefully in Feb, of 1996 figures. They take a serious look at 1997 budget and cut where they see possible. There will be a report in the same mailing from the two ad hoc cmtees —Dir marketing and immediate fundraising.

**Credit card system at Twin Oaks;** What are the value based concerns for sales and for fundraising. At Twin Oaks and possibly at Sandhill for Dir and Cmag sales.

Fundraising that they can donate by credit card.



### Concerns:

There is an issue of usury — credit of the nation is built on the backs of poor people. To use it would be part of a system that exploits people.

Credit cards promote consumerism and basic mentality of spending. Plastic sucks.

Promotes making quick decisions without thought.

Supports systems of scams for interest payments.

If we don't allow people to use credit cards, we will lose people who want this product.

We would lose 5% of sales to the credit company.

We have an opportunity to do good will, when people want it right now, we offer to send it and let them pay. Good for trust building.

Purchase by credit card has moved to another level in our society and has become such a common means of exchange. (like the telephone had issues in the early stages)

Suggestion to pass along the % charge by adding it to credit card sales.

Usually can have 10-25% increase in direct mailing when taking credit cards.

It is like not taking cheques.

Nowhere in our mission does it say we want to change the banking system.

AGREEMENT: to set up our ability to take credit cards.

TASK: Laird will find a credit card company to set up our ability to accept credit cards.

### Evaluation:

Worked well: caught ourselves when too much minutia, excellent facilitation, restructuring report presented well, supportive participants, Jenny's hospitality, regional conference was good, having cmtee day, photocopier onsite, cmtee day coordination, good use of non-board members and imps, mentoring of new members, charts were helpful/easy to read, facilitation from the floor, regional gathering energy, reading back agreements, task lists and agreements available at end of mtg, ecovillage training center, talent show, sharing circle, break times, on time, physical layout for some, good use of slide shows/songs, good participation from host cmty, good consensus intro, low level of personal strife, great visual aids, page #s on charts and noted where decisions needed, restructuring documents, good that these docs were mailed early, tarot cards, using post consumer waste paper, good in-reach work, less wordsmithing than usual, jokes/humor, progress on restructuring

Needs improvement: Too much minutia when we were tired, more recognition/appreciation for all the work done, poor lighting/acoustics, occasional shortages of food/coffee, spent too much time on Web weavers, size of cmtee mtgs too big, more time for cmtee day, could have explained cmtee day to new people, not enough toilets/showers, needed better facilitation in cmtee mtgs, process got tangled during some of restructuring discussions, need to improve our mtg behavior, for long lists of bullets-use numbers, lack of board members at Open Space, could have used experts at Open Space, need reports earlier, had no report day (no point of entry for newcomers), would have been helpful to have addenda numbered, too much wordsmithing in the mtg, too much facilitation from the floor, sharing circle was un-crisp, housing not close enough—too much driving