

FIC Board Meeting Minutes

GANAS Retreat Facility, Catskills Area, New York

May 17-20, 1996

FRIDAY MORNING SESSION #1: May 17, 1996: 9am: F: Leslie R: McCune

Opening/Welcome/Starting circle.

Agenda. Printed agenda was reviewed, and accepted.

WWW Report [Jillian]. ATTACHMENT - Web Weaver team (which started January 1995)

report for World Wide Web

Individual communities are creating their own home pages and posting on the Web.

Nearly 100 cmties are now online; some of them directly through WebWeaver's efforts. These sites are linked with the FIC pages.

Need volunteers who can work locally, doing coding. Instructions are available online. Would like help from anyone willing to put up information in foreign languages. Many other projects are also possible.

Statistics: 100 people per day look at site. About 50 countries have looked at our site.

TASK: WebWeavers will post, at this Board Meeting, a list of projects they need help with.

FIC Revolving Loan Fund Report [Harvey]. ATTACHMENT.

Tomorrow night's auction was planned for Loan Fund but in wake of fire at Lama the auction will instead be devoted to helping Lama Foundation.

The concept of the Fund was discussed: loaning money and consulting on business questions, offering various financial services. Important first step is to find out if a loan is actually needed.

Current situation is that money is available; we're "underloaned." Only one loan presently is out to LA Eco-Village.

Lama Foundation has been contacted to see if they need help after the fire. Loan size typically is \$3-5K. Not presently taking on capital from investors ,but plan to do so in future.

Don't have enough money to offer loans for land or buildings. So far, we are focusing on business development .

Cmtee is seeking more people with business experience from cmties movement to join this work.

Email address is harvey@ic.org.

FIC Newsletter Report [Dan]. ATTACHMENT.

Currently aim for two issues yearly. The focus is reporting on these meetings.

Also report on cmtly related events and events in home cmties. Include events calendar. Target audience is FIC members, whereas Cmag aims at wider society. Sample newsletter available on literature table at this mtg.

We are seeking a co-editor.

Directory Report [Laird]. ATTACHMENT.

The Directory is our "cash cow" and an important outreach tool. It has been well received and favorably reviewed.

Help is needed in sales. Possibilities include going to local stores and libraries, arrange an FIC speaker to give a presentation at local store, library, cmtly center. Take Dir to your own local events and sell it.

TASK: All, Let us know if you find out that your local library already has a copy of Dir. They may have acquired it through a library jobber and we would not have it on our list. We often get inquiries as to which libraries carry the Dir. There is still a promotion offer where you buy a book to have it placed in a library of your choice and we will give you credit towards an ad in Communities magazine.

First printing was 9000 for the current (1995) edition. 8000 more are being printed for the 2nd printing of that edition which is due this June. The new printing has 430 changes and corrections of information.

A copy of the Annual Update document is available here on literature table.

Phone area code changes have been major. Many other changes were among forming cmties, which are typically in flux. Surprisingly, only 120 people have requested a copy of the Annual Update from the postcard at the back of Dir.

Database Report [Velma]. ATTACHMENT.

We have caught up with the data entry project. The Cmag Renewal mailing program is in place. Membership database is up to date. A membership renewal mailing is just about ready.

Reports on Cmag and Dir sales have gone out. Coordination between Communities database (FileMaker, Geoph's project until now) and main database (FoxPro) is being worked out.

AC Report [Laird]. ATTACHMENT.

The AC is a six member subgroup of the Board. In pre meeting agenda planning and in Later meetings after the board meetings, this group (plus any others who join -- these meetings are open) works out organizational details, plans agendas, negotiates meeting places, covers issues that come up between semi-annual meetings, make decisions in areas which have been delegated by the full board, etc.

Restructuring is one of the main issues to be considered at this Meeting which might deeply affect the AC. Note that all meetings are open session and the Later Cmtee will meet Tuesday - Thursday following the Plenary Sessions of this Board Meeting. Participation by all is welcomed. Many first-timers are here and we invite you to come check out the AC meetings.

Acronyms List Posting [Geoph]. A long list of acronyms related to FIC and allied organizations was posted on the wall of the meeting room.

Restructuring Report [Harvey]. ATTACHMENTS.

Two mornings in the coming days' Plenary Sessions will be devoted to the topic of examining how to change the structure of FIC to improve our work.

History is that AC has done most of the work of the FIC, taken most of the responsibility, and gotten overloaded. The Board, influenced by reading books about creating better functioning board, came to believe that too much micromanagement was taking place. Also the Board was growing in size without becoming more effective. There were some feelings from outside the AC that they were holding on to too much power. Being appointed to the board has been the only

way to acknowledge people who have been working in the organization or were wanting to work.

There is not a good role model for taking responsibility without a Board title.

Consequently, the board structure has become less functional.

Present proposals for possible restructuring come from a five day meeting of a committee comprised of Velma, Elph, Betty, Laird, Zev, and Harvey. Caroline was facilitator. Velma synthesized the proposals that came from that meeting. We will address this proposal in this board meeting. Special attention should be given by readers of the Report to the last two pages regarding Organizational Culture.

FRIDAY MORNING SESSION #2: May 17, 1996: 11am: F: Leslie R: McCune
Restructuring Report (continued from AM session) [Harvey]. ATTACHMENT.

The discussion of the next few days will look at the organizational culture as groundwork to talking about specifics.

Topics include looking at hierarchy and egalitarianism. The organization now being envisioned is hoping to provide an opportunity for more people to enter into the work, and have a better way of intra-organizational communication. We will try to clarify the overview of structure. Work will continue beyond these sessions on the many practical details of implementation.

Coming out of the five day restructure meeting there is a sense of optimism, with some emotional rollercoastering, about the course of the restructuring effort. We assume it will take at least one year to implement changes.

Student Co-ops Report [Elph].

This cmtee was formed at the last FIC Board Meeting to do outreach to student coops.

A mailing was sent to 350 student co-ops. Cmtee expects to do it annually, optimally in January. Responses were not invited, the mailing was informational. The mailing list was obtained from NASCO. Co-ops were invited to become members and purchase Cmag and Dir and Geoph may get requests for slideshows.

Cmtee will entertain other ideas for projects and plan to add material in future mailings about co-housing, specific cmtees, etc.

It was suggested that the cmtee could help new co-ops get startup info and include materials that invited a direct response and/or that included mail response codes. There was a warning that too many materials not be included in one packet. Two mailings per year could be done, with different content. Many co-ops are not part of NASCO or are not known to NASCO. A future issue of Cmag might be on co-ops. Cmtee: Tony, Jillian, Elph, Geoph.

TASK: Elph will get NASCO database to Velma and Ira.

TASK: Geoph will check co-op database for student co-op names, and pass them to the Student Co-op Cmtee.

Lama Foundation Fire Report [Jillian]. ATTACHMENT.

The Foundation sustained great loss of property, but no injury from a recent forest fire. They need immediate assistance and are meeting to plan recovery. We posted information on our web site about their situation. We were able to get a last minute notice in Cmag. Lama needs people to help rebuild, computers, and yurts. They plan to rebuild using permaculture and need consultation. There is an auction tomorrow night in support of Lama.

Press Kit Report [Diana]. ATTACHMENT.

Diana has produced a draft version of a Press Kit that could be available for any cmtly. It can be used for response to media inquiries, as well as for promotional purposes. Contents of the packet were presented and everyone was invited to give feedback. Hopefully a final version will be available in a few weeks.

Community Building Manual/Handbook Report [Diana].

Diana has produced this manual as a handbook for people who want to form a community. She has assembled a very large binder of copied documents in about twenty categories. There is also a report available from Diana describing the contents of the draft Handbook. Some of the problems that need to be solved before publishing the handbook will come up during this meeting. The existing draft is only a suggestion of possible useful documents.

We might consider producing two separate publications -- one for forming cmties, one for existing ones.

Membership Report [Velma].

Data has been entered and updated on FIC membership. A membership renewal mailing is ready to go out. There are about 300 individual members and 100 communities represented. More cmtee members are being sought. Existing cmtee: Dan, Geoph, Velma, Harvey. Cmtee could use more energy.

Literature is here about how to join FIC. Harvey's humor was appreciated on the renewal letter.

Secretary Report [Laird]. ATTACHMENT.

The administrative office is currently located at Sandhill, which handles general inquiries, purchases, etc. Some of the requests for information are quite specialized in nature. The Secretary handles the special requests and tricky letters. We are looking at hiring a local person to help with the work as Sandhillians do not have interest in taking on this work.

It was suggested that careful attention be given to offering more to hired help, e.g. perks in the realm of mentoring and training. We will consult the NASCO internship program for possible summer help. Community Jobs magazine is another place we might advertise or find potential candidates.

Information Clearing House Report [Harvey] (moved ahead on agenda). ATTACHMENT.

This project was designed to gather and catalogue information to help forming and existing cmties. The survey which went out last year was lengthy, exhaustive. It was sent out in paper and electronic forms. We need help in computer analysis of the data that is coming in. The data will be in hardcopy form and in electronic form.

This project ties in well with the project Diana has been doing to create a Handbook. The current focus is on cmtly resources and cmtly needs and doesn't extend beyond the cmtly scope. The emphasis in this project will be more on examples of how things can be done than general discussion of how to do something.

AFTERNOON SESSION #3: Friday May 17: 2:30pm: F: Alex R: Leslie
Brainstorm for NEXT EVENT (Betty)

Introduction: In '93 FIC hosted the Celebration of Community and now wants to host another event. They wanted to attract seekers, communitarians and. The FIC board wants to know what, if any need exists for another event, and wants to gather ideas.

We will do a brainstorm, grouping of ideas, voting on ideas that reflect what you as an individual, the movement, and the world needs.

- something international
- regional
- local
- groups getting along
- bridging different backgrounds (religious, etc)
- reaching mainstream
- exploring community as it already exists in the wider world
- media coverage
- something relevant to mainstream (like options in lifestyle, career options, etc)
- focus on sustainable culture
- bridging with other cooperative movements: ecovillage, cohousing, vegetarian
- diversity
- alternative education systems for children
- groups helping groups
- role of technology
- matching seekers and communities
- community activities like contradancing, live music
- strawbale housing onsite
- alternative energy hands on projects
- let's build something together
- simple living, 3rd world awareness
- specifics to visiting communities
- established groups discussing long term difficulties
- alternative economics
- famous people to lend credibility (Al Gore, Joan Baez)
- modelling consensus process (demonstration)
- things you can do to end a community
- how to end community gracefully
- how product/process of community applies to the larger culture
- how to start a community (nuts and bolts)
- cottage industries
- examples of transition of people into mainstream
- travelling to communes in other countries
- intra movement support (eg egalitarians helping cohousing)
- basics of community networking
- business skills for Intentional communities
- lessons we can learn from historical communities
- demonstration of conflict resolution and feedback techniques
- building regional networks
- celebration
- management of priorities

- problem-solving
- passing on leadership skills
- growing up in community
- pets in community
- health
- spirituality
- how communities change over time (evolution)
- set a record for the largest potluck dinner in history
- old age and dying in community
- tie in with Earth Day or other complementary events
- class diversity in community
- virtual participation in community through E-mail, internet
- keeping history of your community alive
- some supplies, food from IC's
- telepathic communication
- personal/emotional growth
- not necessarily one big event
- basics of community networks
- political activism
- group involvement in community service (discuss or do)
- campfire or fireplace
- recycling during event and discussion
- mobile community event (traveling somewhere together)
- raising money for charity
- getting information on the internet
- free love as alternative to war
- community building workshop FCE
- work with habitat for humanity building a cohousing or other community building project
- joining an organization like NYcares to do a project in an area
- organizational structure in community
- information on conferences, listings
- troubleshooting for forming communities
- designing sustainable structures for non-profit service organizations
- transforming existing neighborhoods
- legal issues (zoning, land use, education, IRS, etc)
- keeping community alive
- networking game (from Wishcraft book)

Betty grouped these ideas by the following categories:

SERVING THE NEEDS OF PEOPLE IN COMMUNITY
 CHILDREN
 BRIDGING (COMMUNITY BUILDING EXPERIENCE)
 BRIDGING WITH MAINSTREAM
 PLAY

CONTEXT
STYLE OF CONFERENCE (LOCAL, REGIONAL, ETC)
NETWORKING FUNCTION
SEEKERS

More BRAINSTORM

- involving academia
- gender issues
- urban communities
- multiple chemical sensitivity
- avenues for kids and teens to take action/be involved
- learning from Kibbutz movement
- learning from indigenous culture
- ways to support indigenous cultures
- mental illness in therapeutic and non-therapeutic communities

MORE ON STYLE

- earth friendly
- accessible site
- eastern seaboard
- substantially designed by participants
- small size/participatory
- people of color as participants and speakers
- summer tour (mobile event)
- problem with too many choices at last conference
- simple, open, enjoyable, being with each other
- make tapes from '93 conference available (don't repeat '93 content)
- village feeling
- promote current FIC meetings to be regional conferences
- make money for Cmties movement
- how labor is dealt with (volunteer staff) who is going to help?
- alternating large event and small
- do we want Large (1000) or Small (100-200)

Brainstorm discussion is put on hold for now, as each question raises too many layers of issues.

Editorial Review Board (ERB) (Geoph)

Discussion: ERB has been looking at the balance of ads with content. We are also talking about using larger print size to make the text less dense. What is the role of the ERB? To make sure what is published is in line with the values of the Fellowship. ERB is an oversight board.

Questions about the tone, image, reasoning for inclusion of certain articles would be welcome by Diana.

AFTERNOON SESSION #4: Friday May 17: 4:30 pm: F: Alex R: Diana

Communities Magazine (Diana & Laird)

Diana's Managing editor report:

Highlights of Report: Ads are increasing, bringing more revenues. Most ads relate to community living, sustainability. Interesting graphics improve ad effectiveness. New column: communities worldwide, coordinated by Bill Metcalf.

Q: What's our goal for number of ads?

A: Diana will keep selling ads, and if Geoph gets nervous that's an indication we may be hitting our maximum.

Diana asked participants reader-survey questions:

Do people find it easy to subscribe? Yes, mostly.

Should we increase type size and white space for readability (and thus decreasing number of articles)?

Leave it like it is. (4 people)

Use a more graphic lead-in to each article.

Use more white space, more graphics.

Would rather see graphics than our playing with fonts.

More white space, with or without more graphics.

More photos.

Thinner paper. color inside the magazine, and bimonthly (6 per year).

More variety on borders of ads and boxes.

Favorite Cmag columns?

Peripatetic Communitarian (several people), Publisher's Note, Cohousing Report, Corinne's Community Spirit in Politics (several people), FEC report, Ecovillage report, Letters to Editor (several people said Letters was the first thing they read.)

Less-than-favorite columns?

From the Horse's Mouth (three people)

Other advice for magazine?

Peripatetic Communitarian column to include more anecdotes, stories, insights gained from specific (named) communities.

Publications manager report: Laird

We were hoping to double income in 1995 but haven't yet. Laird posted charts of 1994 and 1995 Income and Expenses:

ATTACHMENT

Net Loss for 1995 (\$7,361)

Treasurer's Report (Bill)

Bill analyzed the finances of FIC for the last few years. Receivables and Payables tend to be somewhat consistent in their amounts over the years. The Directory printing influenced the size of contract labor accounts payable at 1995 year-end. We borrowed \$45,000 from FEC in '95 for Directory printing expenses, and still owe \$27,000, at 8% interest. Bill recommended we pay that back as soon as possible, to reduce our loss from interest owed. Depreciation, which is a "non-cash" expense, is still shown on the financial report. Directory and magazine inventories are substantial assets.

We spent more money -- about \$20,000 -- in 1995 than we took in, however we're not in

the red overall. The Directory printing costs \$32,000, disbursed in 1995. We still need to increase our revenues and reduce our expenses. Bill said the percentage for our labor expenses are too high for a nonprofit. We have checking accounts at Alpha Farm, Betty's office (formerly administration), Laird's office (current administration and Pubs Business), Twin Oaks (magazine and Directory sales), and Sunrise Ranch (Bill's office).

Loan Fund assets are separately shown on the financial statements. We own the Loan Fund so it's an asset, but it's not for FIC operations.

At a subsequent Board session (Sunday) Bill will present specific budget proposals to help make cash flow decisions and manage our money more effectively.

Next Meeting (Harvey)

Our fall Board meeting (Nov. 1-4) will be at The Farm, outside of Summertown, Tennessee, near Nashville. [NOTE: this schedule has been amended; Oct 31 is agenda planning, Nov 1 is Restructuring meeting, Nov 2& 3 - Sat & Sun - will be Open Space regional gathering, Nov 4 will be day for committees to meet. Actual Board meeting will be Tues Nov 5-Thurs, Nov 7 with closed debriefing day on Fri Nov 8.]

Harvey negotiated for us with Farm folks. It will cost \$12-\$20 per day for food (sliding scale), plus some cost for housing (camping or staying indoors). For example, they have a Bed and Breakfast facility. It will be vegetarian, if not vegan, food. The cost of the meeting includes our providing significant amounts of food prep and clean-up service.

Albert Bates has offered FIC Board free board at the EcoVillage Training Center.

Albert wants to see how the FIC and the communities movement may interface with the ecovillage movement.

The spring '97 meeting will be on the west coast, either in the Pacific Northwest (probably in British Columbia, as we've been in Oregon and Washington before), or in southern California (as we've been in northern California before).

Affinity Telephone Long Distance Service (Betty)

Anyone can sign up with Affinity Telephone Long Distance service under the FIC by giving FIC's registration number. When someone is signed up with Affinity, 5% of their telephone bill is kicked back to FIC. Affinity's rates are guaranteed to be 10% less than what the person is paying now. Affinity can afford to do this because they don't advertise, so their overhead is lower. They use MCI as the carrier.

So far 75-80 people have signed up; we got \$75 in 5% kick-back revenue. The amount increases each month. We made \$300 as prize money (in lieu of a TV as prize) for signing up the most people in a Pacific Northwest promotional effort. In Context magazine, which put a lot of effort into promoting the Affinity offer to their readers, now gets \$1,000 a month.

Acorn, which joined this program, reported they have the lowest phone bills ever.

Outreach (Inreach) Ad Hoc Committee (Mary Silva)

Mary proposed we create a volunteer employment agency for the FIC, listing tasks people could do at home or after Board meetings to help alleviate the high-stress, high work load of Board members and staff. She also proposed an internal referral service, in which we ask communities to refer people who have volunteered or worked at communities.

TASK: Betty will serve as liaison Board member with inreach, volunteer welcoming ad hoc committee.

Volunteer/welcoming CMTEE: Mary Silva (convenor), Tony Sirna, Daniel Greenberg,

Zev, Ben, and Diana.

Upcoming Community-Related Events

Communal Studies Association (CSA) annual meeting. (Deborah)

October 10-12, at Amana Colonies in Amana, Iowa. Inexpensive housing will be provided in the homes of some of the Amana Colonies. Meeting includes tours of local communities, including Sandhill. Harvey will be the new CSA president.

'60s Communes Project (Deborah)

Deborah and Tim Miller are interviewing veterans of The 60s communes for an academic report. It's going well.

Twin Oaks Communities Conference (Valerie)

Their annual Labor Day weekend conference (August 30th-Sept. 2nd) will offer workshops for seekers and experienced communitarians. A "Meet the Communities" event will offer (probably) more than 30 communities. The conference is now more consciously a regional gathering rather than a national one.

Community Seekers' Network of New England (CSNNE) (Don Brickell)

This group meets monthly in the Boston area, on the 2nd Sunday of the month. They meet with people who pass through the area (with an advance-notice call to Don first) at a local Chinese restaurant. The cost for their activities is low.

Communities Network of the Rocky Mountains (CNRM) (Ben)

Their first event, August 17, at Nyland Community in Lafayette, Colorado, is for networkers and people in community. Organizers are asking FIC for grant or loan of \$200 to endorse.

They're now endorsed by the RMCA

(Rocky Mountain CoHousing Association.

Network for a New Culture (Bill Cerf)

Their annual conference is August 23rd-Sept. 3rd, in Portland, Oregon.

Other News (volunteered by various participants)

Patricia Greene has organized a New England regional networking effort, Conference of Core Groups, for people forming new communities. They have an event coming up (we don't know dates) with core groups as well as seekers.

The NASCO Institute, an annual event sponsored by NASCO, North American Students of Cooperation, will take place November 1-4 in Ann Arbor, Michigan, offering workshops and information for students involved in the student co-op movement.

The Bruderhof's communities are offering an event for youth community seekers in September in New York state, offering camping, fellowship, and other activities for youth.

The Gaia Education Outreach Institute (GEO) in southern New Hampshire, will present their 6-week Summer Institute on Ecovillage Design from June 30th-August 10th. College credit is available.

Regional conferences for cohousing will take place in October and November in the Rocky Mountains (Tucson), California, and the Northwest.

SUNDAY MORNING SESSION #5: May 19, 1996: 9 am: F: Caroline R: Laird

Opening: Dan drew a tarot card for the opening: King of Pentacles upright. Kings

are about releasing, and are non- gender specific. Facing a new future. In Pentacles this means releasing something in the physical plane -- perhaps a financial commitment that needs to be abandoned or adjusted.

We used a format where the Board is sitting in the front crescent; non-Bd members behind. Bd members & associates present: Caroline, Betty, Valerie, Ira, Velma, Geoph, Earl, Jillian, Chad, Zev, Elph, Dan, Harvey, Laird, Diana.

Restructuring

History & Mission (Betty)

FIC started in 1948 as a group of communitarians supporting other communitarians. When FIC was reconstituted in 1986 the name was changed from "Fellowship of Intentional Communities" to "Fellowship for Intentional Community." This broadened the scope of the organization to include those interested in and sympathetic to community, but not necessarily living in cmty. At first, there was a three-pronged mission: helping seekers find community, helping communities help each other; and representing the movement to the wider culture.

Culture (Harvey)

We've been looking for new ways to develop and promote cooperation, incorporating the qualities of healthy community living in the actions of the organization. As we move toward a new organizational structure, we've been puzzling how to preserve those things which are working well and discard those which are not.

How do we feel about hierarchy? Our member communities include groups which are hierarchic and those which are not. Does this inform our choice about how the organization operates? In the case of Publications, we have a hierarchic structure already in place -- even though the Bd, from which the Publications Manager's authority is delegated, makes all decisions by consensus.

Discussion:

% "Hierarchy" carries negative connotations. We want to look at what's working, and not leaning either toward hierarchy or away from it.

% People often confuse power and authority. Power is neutral in and of itself. Hierarchy is a form of structure that is neither good nor bad.

% People fear hierarchy because they might be isolated from power and decision making. What can we do to address this?

% Liked the idea that wedges may be organized in different ways, depending on the work and the personnel. It's in the spirit of an ecumenical organization, and provides a wider range of comfortable entrees into the org.

% Felt that clear role differentiation was important, though uniformity of organizational structure is not.

% Geoph has felt uncomfortable in ERB role when perceived as a "boss," rather than a values filter through which we monitor the tone of what we publish.

% Organization will favor neither a single-person manager nor a cmtee structure.

% Change will only be helpful to the extent that everyone involved is fully steeped in the values of the FIC; if you have this deep understanding, the structure matters little.

AGREED: open to diverse ways of organizing work below the Bd level, expressly including hierarchy, though always with clear role differentiation.

% Is the AC inaccessible?

% Useful to look at both the business functions and social functions of the organization.

% To what extent do we want the Bd, or subgroups, to be functioning as a cmtly?

There are implications for how we select people to fill slots.

% Cmtly aspect is currently the biggest reinforcer for people working in the org, yet this must change for the org to grow. If we keep using the cmtly model, it should include all people actively building the org, not just the Bd or AC.

At the same time, the preciousness of cmtly can get in the way of being open to new energy; there's a limit to time available to invest both deeply and broadly.

% People now in the AC were originally drawn to the work, not the people. In the process of doing the work, cmtly developed. Can we continue to build cmtly around the dedication to the work -- to the values and mission -- not around dedication to being a cmtly.

% AC cmtly developed through long hours of working together and engaging in mutual criticism. This is way beyond the current commitment of attending a three-day Bd mtg.

% Closeness, trust, and good communication characterize the AC's dynamic, and not everyone doing the work will blend in with what is already in place. Do we mean these qualities instead of cmtly?

% Some perceive AC's closeness as a barrier for entree. Some do not see AC holding others' views in mind and feel it's very difficult to gain AC's attention. Some people -- even very valuable people -- get discouraged way before they get close in; can we afford this?

% Barriers to access may occur as much on the logistical and structural level as on the attitudinal level.

% Some have found the Web Weavers difficult to approach, not just AC. Perhaps the issue is how closeness -- which is desirable -- invariably has a flip side of appearing exclusive.

% Groups who become focused on the closeness (cmtly) can lose track of the mission or underlying values.

% Saw the FIC as professionals in the business of networking. Doesn't see the benefit of being representational. Is the issue power, and access to it? Original vision was not to be representational, nor to limit the scope to those now living in intentional cmtlies.

AGREED: we want to encourage people to be part of the FIC by developing closeness, trust, and good communication in doing the work together. This may create a sense of cmtly either for the org as a whole or for a subgroup. If at all possible, we want to develop the closeness without creating exclusivity or limited access to the work.

AGREED: to use Earl's quote in promotional materials about meetings: "FIC membership or board membership does not carry an implicit sense of community. If you want to participate in the sense of community such as is experienced by some portions of the board, this is most frequently developed by intensive work together in an atmosphere of trust, closeness and good communication. No guarantees."

% Exclusivity can be acceptable, so long as it doesn't prevent entree to the org.

FREEZER: to look at whether it's part of our mission to create a sense of closeness among ourselves. Specifically, does closeness, trust, and good communication describe what we want?

% Liked the depth and thoroughness of the culture piece in the Restructuring

Cmtee report, though some were concerned about the possibility of discriminating against FIC workers who advocate non-traditional sexual relationships -- while supportive of the need to use discretion in discussing relationships in public settings (recognizing that the relationship practices of some may be offensive to others and that exploring these differences is not a primary FIC mission) there is a strong desire to not have limitations in this regard apply more stringently to those with non-traditional styles.

SUNDAY MORNING SESSION #6: May 19, 1996: 11 am: F: Caroline R: Laird

Restructuring (cont'd)

Cmtee Proposal (Velma) summarized major points, including concept of wheel and wedges, with each Bd member acting as a wedge liaison. The wheel outline is a working model, not a final layout. Advocated concentrating on the concept, not the details.

Bd membership would eliminate the associate status and possibly the AC. Bd size is unsettled, but there was generally a desire to get significantly smaller. The wheel model does not show inter-wedge communication or how liaisons will integrate wedge activities with Bd functions -- key to making this model work. A prime motivation in developing this new structure was making entree into the organizational work much easier, and moving away from linking Bd membership with active involvement in the org.

It was unclear how to use every Bd member as a liaison and yet always have people with experience serving as a liaison -- how can we incorporate new people on the Bd without also having inexperience in the liaison position?

Perhaps the secondary liaison could be non-Bd members, serving as apprentices for Bd positions. New structure was liked for the possibility for empowered wedges, moving away from too tight control by the Bd.

How about a primary and secondary liaison selected by the Bd, plus a third liaison that comes from the wedge (as opposed to coming from the Bd). If so, would the wedge-selected person still be a Bd apprentice? This extra liaison provides extra safeguards against the primary and secondary liaisons not being available because of other things going on in their lives.

Pointed out that the Bd-selected liaison is the keeper of the organizational values on behalf of the Bd, while the wedge-selected liaison is carrying a different portfolio, representing the wedge's interests. They cannot interchange seats easily.

Worried that there may be a communication bottleneck with too many liaisons. On the other hand, this model is premised on the idea that as many as possible will hold responsibility for good communication.

Noted that the proposed wheel is organized by tasks rather than by type of service. It may not be the best match for analyzing personnel and resources. For example, computer services are scattered among the proposed wedges, and not identified distinctly.

Caution that the diagram oversimplifies and distorts the actual complications and interweaving. Words are a better guideline at this stage than a drawing.

Mentoring aspects of liaisons appreciated.

Wedges will work best if they develop a unified culture that the liaison is conversant with.

Noted that this model requires an active Bd, with everyone serving as a liaison.

Is there room for Bd members who do not have liaison skills?

Who will take on the role of helping new people find a place to land? Perhaps this could be a new wedge, or cmtee.

Under this model, perhaps we could fund mtgs of cmtees, wedges, and the Bd -- not just of the Bd (as we do now).

Each of those mtgs could be a point of entree.

Noted that many of the desired FIC activities are happening already, outside of the FIC umbrella; perhaps we could link up with those, and prevent reinventing any wheels (or wedges). The wheel model only describes what's happening, or might happen, within the FIC; there will certainly be other rings outside the FIC with additional points of contact.

AGREED: we want the restructuring cmtee to consider adjusting the model to include a wedge-selected liaison that is paired with the Bd-selected liaisons for each wedge.

COOLER: Look more closely at who will be taking on the task of bringing new energy into the org. [see Monday report from Inreach special interest group]

Concerned that we're tinkering with details without having established agreement about fundamentals.

AGREED: the Bd is pleased with the depth and general direction of the cmtee's report and expects to proceed in a detailed examination of the recommendations.

Bd/AC (Zev) Cmtee proposal is to distribute as many of the AC's functions to other org entities as possible, with an eye toward dismantling the AC. If there remains important functions which cannot be handed off to another entity, the cmtee will then propose how to proceed with that.

Discussion:

% Wanted the Bd to hold all the key heart functions -- holders of the vision -- that are now held by AC. Not sure if this can be done, except by a smaller group. If this can be affected, then perhaps we can get away from the in-group/out-group phenomenon we now have.

% What implementation tasks are currently being handled by AC?

% What is the best timing for making the transition from current structure to new?

% Worried about who will take on the AC functions. Who is strong enough to handle this load?

% Noted that some divestiture of AC duties has already occurred. Particularly the development of CMag and the next Directory Team. Just last month Geoph handed management of the cmties database over to Alex. Anxiety about doing this well has been a wrenching issue in the past year, but the distress level is low right now given the care everyone is taking with this issue.

% Concerned about what it is like for the new folks trying to make sense of the structural shifts - how can they know what are they joining?

% Through its oversight function, AC has enjoyed something of an open-ended portfolio to focus its attention anywhere in the org. With proposed changes, that may change.

% In addition to implementation duties, AC stewards the values (oversight), handles research & development, ministry/personnel issues (laboring with interpersonal feedback relative to the org's work), monitoring task follow-up and troubleshooting.

% Wondered if "AC" is a misnomer. Isn't the key function now as holders of the values? What is being done culturally to educate other Bd members in the values?

% Are all the administrative tasks already distributed to others? Perhaps AC is really just an advisory bd now.

% AC currently handles a lot of ministry and oversight functions; will this move to the full Bd?

% Noted that AC makes a lot of the decisions carried over from the Bd mtgs, and sometimes those decisions move in a direction different from where the full Bd left things.

% Speculated that dissatisfaction with decisions will likely persist under the new model, yet the frustration will be distributed over a wider target (instead of just aimed at the AC).

% Suggested there be separate Bd cmtees on things like agenda and values that will pick up the undistributed portions of the current AC's omnibus portfolio.

% Bd pre-mtg has been charged with job of drafting an agenda and pre-digesting items that are too raw. The Later Cmtee has been charged with wrapping up loose ends, and massaging minutes. The AC has tried hard to limit its decision making to only those items that are delegated to it.

% These meetings are open to anyone. AC has room and board covered while attending pre and post bd mtgs. Can we afford to handle room & board costs for the full Bd, or for others who want to attend?

% Some felt that occasionally the AC has altered Bd decisions (based on new information, generally) without authority to do so.

% Noted that the AC does not meet secretly; it's work is done in the open.

% Complaint that insufficient care has been taken in detailing the authority for AC decision making. It's been way too sloppy. If the Bd handled all the work now being delegated to AC, it shouldn't take an eight days of mtg (the amount of time now spent on pre-mtg, Bd mtg, and Later Cmtee).

FREEZER: Examine what the costs to the FIC will be for absorbing room & board charges for anyone attending pre- and Later Cmtee mtgs.

TASK: Dan will spearhead examination of costs to cover room and board costs for more than AC at pre-post mtgs. and report back by the fall Bd mtg.

SUNDAY AFTERNOON SESSION #7: May 19, 1996: 2:30 pm: F: Geoph R: Betty

Announcements: Jerry announced availability of Aerogram newsletter and his kid trip to France.

Change of schedule/agenda to switch Monday/Sunday afternoon first session.

Geoph did opening for afternoon

Board Selection for 1 year-AC proposal: (Caroline)

AC realized that the normal course of board selection would not work because restructuring decisions might change board configuration. (possibly no associates) The restructuring cmtee proposes that there be a moratorium for 1 year, with no changes in board members during that time.

Discussion: Could there be an interim committee to work with this transition? The Restructuring committee will be working on this issue. There is a need to define what a board member's job will be. The nominating committee did not feel they could recommend people for an unknown board composition and/or function. This is not meant to be an extension of current terms, but stopping/freezing so that there is no additional shifting when we decide what we are doing. We may remove board positions for which we have openings now. It doesn't make sense to fill these.

There is a downside for those who might have been selected for associate positions because they will not get any travel subsidy.

COOLER: issue of how freeze affects financial implications of TN meeting for travel expenses.

AGREED: that we freeze current board configuration for one year.

Can the associates who are working for the organization, but do not feel energetically a part of the board have something to connect with?

New path is to draw this kind of energy in. What about getting them involved in the committee structure now?

Let's start talking about the people involved, instead of theoretically. Look at them in context of FIC email box, access to meetings, etc. For Tony, he would like to be in FIC box, and in better communication, while finances to attend the TN meeting are not an issue for him.

There is not much of an overt difference, only a small amount of funding. The main difference for Jillian was the access to the FIC email box. Are there other things? What got Zev involved? He became active on a committee, which he chose to join. He suggests that those being considered for associate can make a choice of where they want to join.

AGREED: Make an expanded roster to include board, staff that we identify (those who are actively engaged in work) and committees these people are working on.

Let's expand the group of people we are discussing to include those who were "courted" to become associates at the last board meeting.

Those doing work for the organization: Jenny, Mary, Tony, Alex, Tree, Michael, Bill, Peggy, McCune, Nexus, Leslie, Dan G, Joe

Those who want to be more involved or have tasks they have already agreed to do: Chris, Terry,

COOLER: When people place their name on the roster list, do they also choose a committee?

TASK: At this meeting, make a separate list of those who are planning to come to the fall meeting. Also create a roster with board, staff, and those people who are active in the work (to distinguish this list from the roster of everyone who showed up for the meeting).

TASK: Roster maker: We need to frame this list as an evolving list. Add a comment "more to be added to this list, let us know. If you want to be on this list, contact....." This can be a way to acknowledge who is involved and active.

TASK: Velma can design the database to designate the invitations to board meetings.

TASK: Elph will activate a bi-monthly internal newsheet for the organization.

Who is staff? Those who are doing work for the organization on an on-going basis. And those who want to. We need some names to define this term. We are not talking about people who are paid.

What about a different name -

Supporters - rather than staff. We need to designate between paid and unpaid work.

TASK: The structuring committee can work more on determining what access, what benefits, etc. are for various levels of work.

TASK: A complete list of committees and who are on them, including those formed in the Open Space, will go out with the minutes.

TASK: Mary will make committee list and Special Interest groups (SIG) formed at this meeting.

COOLER: There needs to be a process to capture the committees defined at Open Space time. We need to do more thinking about how Open Space committees relate to on-going FIC work and how to integrate them, if it is appropriate. There is a type of committee - an unofficial committee. Just because someone talked at lunch, that does not mean that it is a committee. There is a discrepancy about those who came in early who were passionate about the work. Now there may be some who get on the board and try to find a task to do. Do they have the passion to take on tasks? The board is getting a hard time for not including people, and there is a piece of needing to find your area of passion to get involved.

Community Building Manual (Diana)

What is the board level of this discussion? How did this project get underway, where is it in its development, what are the policy implications of this project.

An ad hoc committee was started at Miccosukee and Diana was the convener. Diana has recently brought together materials to see if we are at a decision point.

Right now there are 4 other publications which touch on this subject, but not completely, should we do anything? A bibliography? Our own? or a collection of reprinted articles with permission.

Do we want to provide the info? The resources? Do we have the money for reprint permission? Loose leaf hole punched notebook, a book?

This project is in alignment with the mission of the organization. The questions of what is the best format should be sent to committee. Publications? ERB can overview various options? Then we need to look at the financial implications -- this has great potential.

We could do whatever parts we can do first and quickly -- like the bibliography now and something more complete later.

Should this go to committee for a proposal or is the board meeting a place where policy is needed to give guidance before more work is done? It might go in publications right now, but it may actually belong in education. We do not have answers yet, and we need to do some clear thinking about the right questions for the board. Policy filter for this to run thru: how does this, or any project, relate to the various parts of our mission statement?

There are existing structures in place in Pubs and finance that can handle this proposal. We have the structure in place. The ERB is set up to oversee the pubs, this is a pub.

FREEZER: How do we assign work/cmtees/cmtee chairs? Is the board a traffic cop? Are all jobs filled by volunteers? Is there a role for a personnel committee to make some judgements on who might do the best job? Where are the limits of authority? What latitude is there to make decisions.

We need to make some money and there are ways this can make money. Let's not have the restructuring stand in the way.

There is much time already in this project. and we could look at ways to compensate this.

There are some expectations at this point, and there may be some hurt feelings.

Mike wants to do this project on his own and we need to design something that can reimburse people.

TASK: for Restructuring Cmtee. The wheel proposal is results and project-oriented, without the process defined of how to get into this wheel. Next meeting, define the process.

SUNDAY AFTERNOON #8: 2nd SESSION: 2:30 PM: F: Tree, R: Alex

Community building manual (Diana) (continued)

Diana needs three things: 1) to work with values-keepers (Laird is the obvious one here as publications manager); 2) to consult with people who will be using the end product; and 3) to have others contribute labor.

COOLER: The group does not have consensus about how to move on this project. We will re-discuss for five minutes tomorrow morning.

In-reach brainstorm report (Mary): A group met at lunch to do a brainstorm and had the following suggestions for how to engage more people:

- 1) Board mtg/regional gathering invitations should go to: All FIC members, board, staff, people who attended previous meetings and expressed interest, those on mailing list within five hour radius of mtg site, individuals within member communities who express interest.
- 2) Orientation/info packet at registration to include: board member names, Debunking Myths article, acronyms, history, board and staff people's profiles, info about the meeting/organizational culture and expectations. This could be in addition to verbal orientation after dinner.
- 3) In invitational mailing, include info on paper and an audio tape of information
- 4) More info between mtgs
- 5) Pre meeting reports on the Web
- 6) Posters/pictures of who is who and what they do posted at the meeting
- 7) Database of FIC tasks and committees descriptions in detail to match up with who is interested. List committee/staff/board positions
- 8) In-reach coordinator for brand new people who will assist in education process and integrating people and directing people to appropriate tasks
- 9) Buddy system for new people. Watch for people motivated to work, encourage them and followup
- 10) Greeters to help Jenny at registration
- 11) Mentors with experience to help interested people plug in
- 12) Mail invitation to local universities
- 13) Put up posters at the meeting explaining each committee and project, how to help out, and place to sign up
- 14) Proactive recruiting. Educate new people
- 15) Tell anecdotes, old jokes, and stories of the past

Diana showed diagram of developing closeness, trust and good communication showing that integrating people is a two way effort.

How will we get all the work done for all this inreach work while restructuring is happening?

People who are motivated do it. Laird wanted AC to handle so they can interweave with other details of meeting planning because the ideas they have proposed need more fleshing out. In the new spirit of liaisons, someone on the AC should be on this committee.

AGREED: There will be an in-reach special interest group to implement the brainstorm ideas. The restructuring committee will also integrate these ideas into the new model.

In reach CMTEE: Mary Silva, Tony Sirna, Diana Christian, Daniel Greenberg, Ben Lipman, Zev Paiss, Chad Fuller

Finances: Bill (new Treasurer) ATTACHMENTS (2,3?)

Treasurer reports will be quarterly. Bill suggested we focus less on how to save pennies and more on how to generate dollars. The sooner we pay back the loan to PEACH for the Dir printing, the better, to save on interest. The hot issue over the next few months will be dealing with low cash flow.

Income Statement: Bill proposed two 1996 budget scenarios. Dir and CMag sales are expected to go up because of increasing public awareness. Advertising will probably go up as people appreciate the publication, and the amount will be higher than shown in scenario A or B. Membership revenue is hard to predict. Meeting income will rise since people are paying to attend, starting with this meeting. T-shirts always sell, Bill suggested we do a new one.

FREEZER: Work on new FIC tee shirt design.

Contract labor is a very large amount for an average non-profit budget. We need to see if it can be reduced. Let's rely on the spirit of volunteerism instead.

Laird announced that we will spend \$30,000 for the second printing that is at the printer now. Retail sales will be more like \$80,000 in the coming year since we have a steady stream of Directories, which we did not have last year. Wholesale income will likely be \$30,000. Bill explained that his strategy is to make conservative income estimates and liberal expenses estimates.

Elph pointed out that communication between input and outtake has been poor.

Bill shared Elph's observation and concern. He assured him that improved systems will continue to tighten communication.

We expect to close the Langley office soon and save on that rent. Trailer costs are not reflected here. We will add it in as a capital expense after this afternoon's discussion.

We clarified definitions of two categories of labor. Community Labor payments included to Sandhill and Twin Oaks and Alpha. Laird estimated that the coming year will be about \$20,000 in expenses. 1995 statement of activity was off by \$10,000. Contract Labor is Diana and Betty. Bill observed that staff travel doesn't seem like an exorbitant amount. Staff travel of \$4,100, which is not shown under Board and Annual meeting costs. Bill would feel comfortable paying more.

The organization currently has no liability insurance in case of being sued for something said by an FIC officer.

Insurance might run about \$500-800/yr?mo? This would protect the organization's resources.

AGREED: Bill will explore insurance options and make a decision in consultation with the AC. Endowment fund was suggested at last meeting and Bill didn't think it is advisable to pursue until we have a positive cash flow.

Bill agreed to revise the handout of an accurate budget to hand out to board members to consider tomorrow for approval before they leave.

Laird pointed out that we could use the CESC \$ to pay for the Dir printing.

Does this fit into our agreement with CESC?

TASK: Harvey will check with CESC to see if they feel okay about the Loan Fund being used to pay for the Directory printing.

Bill reminded us that the process of gathering the budget info is on-going and that we are working on creating a more accurate picture.

Finance Committee Bill thought a Finance committee is essential to FIC. Current Finance cmtee is Bill, Betty, and Laird. It was suggested to have more people so the group has more input. Bill cautioned that larger groups create more work, but did agree that the group should represent enough skill and input so that it is not closed.

FREEZER: We reached no consensus on expanding Fin cmtee now, but would like to revisit the question in a year or so once personnel cmtee is in place.

TASK: Bill, Laird and Betty will be the interim finance committee with task of tracking income and expenses to maintain budget and approving expenditure under a certain amount. Will also give guidance to board. No fundraising tasks.

FREEZER: a fundraising committee.

Office at Sandhill (Laird)

A year ago, the board agreed to move the office to Sandhill. Laird has been trying to make FIC work as part of Sandhill's work, but that has been unsuccessful. Being paid helps, but it is still seen as a bastard child instead of born of the community.

Trailer has not been purchased and the work is still happening in Laird's bedroom/office. Office very crowded, so some people are reluctant to help. Delay in trailer purchase because Laird hoped that community mates would help in setting it up and help with the office work. He now feels that he has exhausted this hope and will need to get volunteer or hired help from outside the community. In the last month, Ella has come to Sandhill and is willing to search for a trailer. The decision to have the office there could still change.

Laird clarified that he currently has three roles in the office:

- 1) FIC Secretary -- someone with networking understanding, who needs to be near office;
- 2) office manager -- someone who oversees administrative tasks and makes sure the office is serving the organization;
- 3) clerical worker who opens the mail and fills routine requests.

He believes the first role can probably only be filled by himself (or Betty or Geoph, who are not willing at this time). The second role could be done by any reliable FIC member with some administrative skills. The third role could be done by volunteer or hired help who is in the office for a day or more per week.

He sees the need to integrate other people and has been slow to do so. Laird does not want the organization to be trapped into being dependent on him. Should the office be at Sandhill? In the last two weeks he has become open to the idea of the office being somewhere other than Sandhill. He has shifted his belief because he sees the effects of his overcommittedness and would like to change. He also wonders if he is holding the organization back from growth by continuing to do the office.

Discussion: Someone asked if someone else could do it? Laird still believes that someone with broad networking experience (him, Betty, or Geoph) needs to be near the office. Others are no longer sure that the administrator has to be attached to the office. Perhaps Laird's health is more important than that 40% of administrative work which isn't being done well.

FREEZER: If Laird and Betty dumped all the office stuff, they could be more effective (raise money, start new projects etc). Maybe we will lose a little efficiency at first, but we would gain other ways.

Laird said he feels like his strength is in managing the stream of info that comes through and connecting threads of projects and people nationwide. He is afraid that if he does not do it,

valuable networking will be lost. Zev sympathizes that he went through the same reluctant experience at RMCA and now recognizes that the organization did become more effective after he left that role.

Laird says he wants to leave this work if he can have enough of the right help.

He has a dream of bringing in another community to be help with this work. (Dancing Rabbit is considering coming to the area and might be interested in getting involved.) Some of the administrative work isn't the core of what Laird really wants to do, especially alone.

For the last two years, Betty and Laird have recognized how much more effective the administrative work could be if they could work in the same office. But Laird could not leave Sandhill and she did not want to move there. They tried to administer from their separate bases, but it was very frustrating, and in many cases repetitive and costly. Recently, Betty has felt drawn to other areas of work (facilitation, education) so Laird agreed to take on some of her administrative duties. She was reluctant at the time, knowing that Laird was already very busy and Sandhill not supportive. It is very inefficient, in both of their opinions, for an organization to have the person opening the mail separate from the person with the insights to national network connections.

The person who administers the mail and answers the difficult calls, receives and gives a valuable, unique stream of information, which not only provides a service, but informs the direction we develop the organization. Just as the AC holds a special glue for this organization in a way that is difficult to express, so it is hard to express Laird and Betty's unique administrator abilities.

Betty reluctantly suggested that we keep Laird as the main administrative person, although we can hire non-FIC people to do clerical functions. She recognizes that in the long term, being at Sandhill could be a real problem. We should, in the short term, support Laird with money and labor and keep searching for other long term solutions.

Caroline added that in this time of restructuring/exploration, the least amount of juggle that we do on this, the better. She sees four factors: Sandhill doesn't want to undertake this work; Laird is willing to be the administrator; we need people to do the clerical; and this can't be done in Laird's bedroom.

AGREED: that for the short term Laird hire a secretary to do clerical work and buy a trailer to make the office functional.

AGREED: Short term solution to be reviewed in November:

TASK: Betty said she is willing to coordinate people who share the FIC values to cycle through the office.

TASK: All who have time to be at Sandhill to help with the administration, should give their schedules to Betty.

Is \$3,000 enough for a trailer? That number was just a guess a year ago. We would like to have two bedrooms in the trailer so workers could stay for periods of time (interns, FIC workers, etc.).

TASK: Laird will get trailer, even if it means budget change. Will hire staff even if they don't know much about community. The group appreciates both Betty and Laird's work and the depths that they are willing to share their feelings about this situation. Making these decisions would be much harder without their stories.

Tarot Card: magician upright position.

MONDAY MORNING 1st SESSION #9: 9:00 am: May 20: F: Caroline; R: Laird
Bd members present: Earl, Ben, Betty, Velma, Diana, Loren, Jillian, Harvey, Zev,
Geoph, Chad, Laird, Caroline,
Ira, Dan. (Elph is sick in bed.)

Opening includes Harvey lighting a candle, asking us to remember our passion and the ways it can guide us, and also misguide us. Loren selected the morning's tarot card: four of cups. Manifesting energy: people taking steps to actualize. Positive: it's good to put your plan into action. Negative: too soon to act and too inflexible. Four of cups: acting on what you feel; go ahead and express your emotions. Be in touch with your passion as you move forward. Jillian selected the hidden card for reading at the end of the day.

Finances (revisited) (Bill) ATTACHMENT

Bill presented a proposed budget for 1996 based on the plenary input from Sunday. There have been adjustments to cmtly labor, a new figure of \$5,000 for office trailer (a capital purchase), and extra money for meeting expense to cover convening the Restructuring Cmtee.

Questions: why is contract labor projected at a lower figure, given Diana's raise in 1996?

Response: although he has no plan, he hopes to contain this item. Jillian noted that there were extensive payments for Directory creation in 1995 that won't be repeated in 1996.

Q: how will the budget be monitored and used to control spending? Do managers or cmtees need to have authorization to exceed budgeted limits? And what is the mechanism for changing budgets between Bd mtgs?

It was noted that there is no line item for debt repayment in the expense category.

Is there a statute of limitations around requests for reimbursements? Geoph thought he may have outstanding debts totaling as much as \$5,000. Bill proposed that requests be made quarterly.

FREEZER: Develop a policy about how frequently bills need to be turned in and the limit on how late they can still be reimbursed.

What about creating a contingency line item to allow AC latitude for unexpected expenses?

The numbers presented in the 1996 budget are quite soft and it may be hamstringing to use these numbers to limit authority this year.

It was noted that there is no line item for publications projects (such as the cmtly building manual). Laird said there was room for a detailed financial plan for the project to be considered prior to the next Bd mtg, working through the AC.

Dan wondered if the Bd mtg expenses are too low? Bill preferred that we not bump it up given our current cash flow.

AGREED: AC, with advice from the Treasurer, will be given authority between now and the fall Bd mtg to adjust budget limits based on requests from the appropriate managers and cmtees.

TASK: Bill will develop a detailed outline of who will be responsible for controlling which line items in the budget, and a system for transmitting information about income and expenses to the Treasurer, to be presented at the fall Bd mtg.

AGREED: The 1996 budget accepted [see attachment ____].

Restructuring (contd) (Zev)

What is the energetic response to the Restructuring cmtee report by the Bd members not on the cmtee?

Earl: very impressed by the detail and depth of the presentation, and is concerned that it may not be easy to get the broader picture, and really see how the energy flows. We may be missing the energetic analysis.

Ben: also wowed. Somewhat daunted by the credentials of the cmtee; hard to criticize.

Uncertain what degree of autonomy will sub groups or sub depts have?

Ira: has read the report several times, and generally liked it. Two concerns: 1) communication does not always happen in and out with the Bd, and nothing is said about this; 2) will there be too many layers separating the outer edges from the core.

Diana: felt she understood it. Impressed with the amount of work and the crafting of the report.

First point: Though impressed with the model for its opportunities for entree to enjoyable work, she is worried that the passion and heart of openness, trust, and good communication now embodied in the AC may be lost in the new model. We may not know what we've lost until it's too late. Second point: likes the idea of reducing Bd size by eliminating associate status.

Loren: liked the increasing clarity of what the change will look like, yet felt overwhelmed trying to grasp all it involves. Concerned that we may make the change and lose a special, wonderful feeling that now exists.

Jillian: impressed by the amount of work accomplished. Surprised that we have not discussed values more.

Wondered who would want to be on the Bd if it no longer did implementation.

Liked reinforcing the cmtee structure, though we don't know yet how that will be affected.

Especially given the challenge of geographic dispersion.

Geoph: amount of information is rich and he's enthusiastic about the proposed change. Worried that we may get impatient with the slow evolution and unfoldment of the change; this is important and needs to move slowly.

Believes the liaison initiative is central and needs to be fleshed out more.

Noted parallel between what FIC is now doing and the challenges of starting a cmty -- hopes people are watching this.

Dan: we're trying to create a map for traveling through foggy territory. Has a lot of faith in the informal organization to act as a stabilizing gyroscope for FIC as it negotiates the shoals of change. Concerned that we may not be showing enough care for the future placement of the longer term members in the org.

Chad: mixed feelings. Happy that movement to a new structure is being formalized, moving out of the nebulous theoretical place to something more concrete. Liked that the workload may be more spread out. Yet sad that we may be losing some vitality and flexibility in the loss of the smaller, less formal structure.

Earl: there are other images: this is a new universe and the FIC could become much bigger than what we are now. We need to have a bigger model to hold such energy. Remember that we have not done anything wrong, and there are no bad motivations here. It's important to try to work through this transition without burning anyone up. The amount of caring in this process is highly encouraging. He's never seen a group consider this issue so deeply before and he's optimistic.

Harvey: as part of the Restructuring Cmtee, he noted the similarities between how the detailed and considered

work of the cmtee paralleled how the AC has functioned. In experimenting with dismantling the AC we may just create another group (perhaps the Restructuring Cmtee) to replace it energetically.

Velma: She has some personal distraction, yet she liked the flow and chaotic engagement of the details of the proposal on Sunday.

Betty: has some reservations and yet is generally optimistic.

Terry: two important parts: 1) every org must have a day-to-day management group sitting at the core -- this is not shown on the chart. 2) the resources of the org are also not shown, only the products are shown; how will new pieces be incorporated and assigned?

Ben: liked Earl's solar system metaphor. Hoped that the current AC -- the Founders -- will remain involved to inspire and help guide the new initiatives. Let's examine what is possible and desirable in the subgroups within FIC.

ASK LAIRD: Four places for the bd 1) ministry and oversight; 2) administration, 3) fundraising and finance; 4) interdepartmental communication; 5) outreach and public relations.

Dan: noted how the cmtee's work in Feb really stimulated engagement and debate. There was prior worry that we'd have too little product, where the reverse has been the case (people feeling somewhat overwhelmed by the output).

Laird: feeling yesterday that there was a wariness and a caution in the room, and that it was his place to focus on the energetic response today. He trusts in the collective wisdom, knowing that something of great personal (and organizational?) value is at risk. This was a big concern in Feb, during the cmtee mtg. It was a major concern for him that what he saw was not apparently seen by non-AC folk. All still unknown and confusing. He liked what Earl said about the depth of the engagement the Bd is doing with this question; felt good that we started this work before there was a crisis pushing us; before events directed us to do it. He doesn't know where his place will be, or where it will come out.

Betty: AC, or a subgroup (mostly Betty & Laird) now holds that day-to-day management function that Terry spoke to. This can be moved away from where it is now, but to where? This new model will not eliminate the need.

MONDAY MORNING 2nd SESSION: 11:30 am: May 20, 1996 F: Caroline; R: Laird

Restructuring (contd) (Harvey, pinch hitting for Elph) presented the wheel model. The first move to separate org responsibilities from direct Bd control was the publications wedge (notably the Directory and the CMag). This has worked reasonably well and we'd like to carry what's good about this initiative to all we do.

Some Bd cmtees, for example agenda and values, are not assigned to a wedge.

Also, there is a misleading sense of clear divisions between wedges; life isn't that simple; wedges will share territory. The exact nature of each wedge will unfold organically. We do not expect one wedge to look particularly like another. It depends greatly on the work, the personnel, and the resources in the org at the time.

Terry is concerned that the cmtee's graphic model does not show some important elements. For example, the Web weavers are not present; only the results of their work is. Second, it reflects what is getting done, but not how it is getting done.

It's hard to imagine a Bd that does not need a day-to-day management arm that keeps its finger on the pulse of the org and provides more or less continuous guidance and small adjustments to course. First piece is Bd's day-to-day function. There are three essential pieces: 1) who are we: value, culture, mission; 2) what are we doing; and 3) feedback mechanism.

How will new work get considered, decided, and assigned?

There needs to be a resource overlay so we know what can be drawn on for analysis and assignment. Where is the creative, R&D function? Who will handle organizational problem solving when it is not held by the Bd as a whole?

Diana: liked Terry's addition and saw the limitation of the original model alone. Thinks she can help develop a better graphic model to reflect this expanded idea.

Nexus: perhaps we can use several models, illuminating how the org looks from different wedge perspectives.

DiAnne: perhaps we can look at the resource wheel as spinning relative to the function wheel to match wedges as appropriate.

Earl: liked the idea of matching liaison with a resource wedge, rather than a functional wedge. Also, the central executive might not be so small, even though we draw it that way.

Chad questioned if there is a need for the Executive Cmtee at all; couldn't people flow in and out of the central position? Terry believes the issue is not structural, but operational. The proof is whether or not it works. If you like what you get without a central executive function, fine!

Ira: reminded of the multiple overlay of the permaculture model; look at as many layers as you can hold and interrelate. She valued what the AC has contributed, yet wanted to see others on the Bd move through the central function to eliminate stultification and get fresh energy. This equalizes power, even if the experience and ability of the new people is not as great as those leaving.

Ben: maybe the executive function could be seen to the side rather than the middle.

Terry: by virtue of the geographic dispersion and time limitations of Bd members, the Bd cannot meet each week to hold the executive functions as a whole. The executive is meant to carry out the will of the Bd between mtgs. It's a functional need, not a structural necessity. There is always, in his experience, tension between the Bd and how well the executive carries out its function. The existence of this tension is not a measure of how well the structure works.

Tree: has Restructuring Cmte examined all the different functions that each wedge is desired to hold? Perhaps these could be written on index cards and an attempt made to string them all together, literally.

Zev: tendency to keep pulling that which is outside the executive in this model back into it. We are still in a dance about the right balance on this.

Dan: no change in AC membership since 1992. Perhaps expanded expense support for attending AC mtgs (pre- and Later Cmtee mtgs plus interim) with non-AC Bd members rotating into mtgs.

Earl: we are proposing that the Bd will be smaller and the essential values keepers. The current AC is functioning as the values keepers now. We could see the proposal as a simultaneous expansion of the AC (as values keepers) and a contraction of the Bd (now being cut loose from implementation).

Diana: saw four pieces with AC or executive: 1) perceived power that they have by those not in it; 2) administrative day-to-day control; 3) visionary function; and 4) actual power

that they have.

Heather: what about the idea of a rotating department chair? With a small Bd and the miracles of electronic communication, couldn't this diffuse concentrations of power and help people grow in the work?

Peggy: how about the membership of the executive rotating within the Bd?

Joe: thought that some of the model is backwards. If the Bd is truly at the center, it will decide who comprises the executive; it won't be self-selected. It is important in a healthy org to have a Bd that acts from a place of power and responsibility. It should be clear that the executive's power comes directly from the Bd, not the other way around!

Geoph: liked what Joe said about the Bd choosing the executive. Crucial to him is that the Bd hold the vision, as the AC, or executive, is doing it now; for him that's at the heart of the confusion.

Diana proposed that we answer the following questions: look at what the AC thinks it does, and what others think it does. Zev suggested comparing proposed Bd functions with existing AC functions.

How is the AC perceived & what is desired?

It was decided to do this separating the AC and non-AC people so that their answers are not influencing each other. It will be done right after lunch, with Betty preparing a process for it.

Next steps (Velma)

How can we have better access to the cmtee's work? Can anything better be done than posting notes in the FIC box?

No ideas surfaced.

Some found it hard to respond to the massive document as a whole, and would appreciate more focused questions for input. Can the committee come up with timelines for when they will do what?

How many do we want on the cmtee and what is the value of keeping the same personnel?

Laird willing to stand down, and inclined to do so by virtue of his overcommitted life and his worry about standing in the way of the organization's development and not being able to see it clearly.

Harvey is willing to stand down and willing to keep serving.

Betty also willing to stand down, though believes that it would be a mistake for both her and Laird to step down; at least one needs to be there. It is awkward for her to commit beyond six months because of the need to develop other income streams in her life.

Velma thought she preferred to continue.

Zev ready to continue or to stand down, and thought it might be preferable to give someone else a chance because his strength is organizational rather than detail work and that part is mostly in place now.

Caroline willing to continue as facilitator. Geoph willing to serve as notetaker.

AGREED: That the Restructuring Cmtee's mandate be continued through the next spring's Bd mtg to further refine the proposals, using the Bd's input.

AGREED: The restructuring committee will be the original six plus Earl and Geoph. The Board realizes that Laird may choose to step down.

MONDAY AFTERNOON 1ST SESSION #12: 2:30 - 4 PM: F: Betty R: Alex

Plans for Tuesday's Board Retreat (Zev)

He proposes that we not gather in the meeting room and that all folks still here, even if not on board be invited.

This is a change from our closed, retreat meeting which we had planned. Board agrees.

FIC Box (Harvey)

In the past, only board members have had access to the FIC email box. Over time, others have been added when they are integral to the work of the organization, such as Lance doing layout for Cmag. Some wanted us to be able to add people whenever it seemed appropriate, even outside of a bd meeting.

AGREED: To add to the FIC email box: Alex McGee, Tony Sirna, Michael McIntyre, Tree Bressen, Mary Silva, and Bill Becker and Dan Greenberg. This is not a policy change but a temporary measure because of the temporary moratorium on adding board members.

TASK: Elph will propose a policy on how to give new people access to box.

Community Building Manual

Continued discussion: There was concern about spending any more \$\$ on any new project before next bd meeting because we don't have agreement on how to prioritize funds. Diana could proceed with planning.

AGREED: Go ahead with development of the Cmty Building Manual, using whatever minimal funds are needed for getting proposal together (phone calls, photocopying, etc.). Laird work with Diana. Board be made aware of financial decisions by the finance cmtee. If bd agrees by poll, Diana and Laird may proceed to publish the book.

TASK: All let Diana know if you would like to be a review reader and give input on what to include in the Cmty Building Manual.

Next Event (Betty)

AGREED: Any large event would be no sooner than 1998.

Are we already impacting people simply by having bd meetings in regionally diverse places and offering open space to attendees? These meetings serve many of the purposes of a Celebration -- info to seekers and encouraging regional networking. At the same time, we have less environmental impact because people attending do not have to travel across the country. Instead of spreading our resources further, let's broaden the events connected with bd meetings.

We can still get money and publicity from these if we make a concerted media effort.

A regional event doesn't draw the same energy and there is a loss of the national energy. We could get more media coverage with less work than for many regional events.

The last event took quite a toll, Betty and Ella were busy for a full year. Ella got sick, the organization's energy was spread too thin. Why not do a national celebration only every decade? Let's wait until the restructuring process is done.

We could make money on a national event. We get publicity. Our constituency expects it. If Ira and Velma have energy for this, let's use it, since their energy might not go into other projects. Ira and Velma have ideas about how to do another national celebration without draining resources. They want to be primary implementers. They will draw in approx. 30 other serious workers. They don't want to decimate bd or their personal lives. Betty agreed that the burned out staff and overwork from the 93 Celebration was because there were only two people working for most of the year and the rest of the board was involved in doing the Dir and Cmag. It

could be done more effectively if we are careful not to double schedule a small group of people and call on a wider circle of workers.

The project must have full support of bd, instead of us being dependent on just Ira and Velma's energy and offer.

AGREED: We do want an event. We are involved in the restructuring process at this time, and want to get further through that before we take on a big event.

Velma clarifies that they won't have any new work before November because they have already done some investigating groundwork.

Heartstorm on AC/Board relationship

Everyone made a personal list of how they perceived the AC/Board relationship.

Then, we broke up into three groups: AC, other board, and non-board. Then each group collated their personal lists, and shared them with the whole group.

AC:

- AC holds vision for whole organization
- agenda planning/negotiate bd site
- steward values of organization
- finish work of bd
- troubleshoot between mtgs and pick up loose ends/ buck stops here
- within limits determined by bd - power to add to modify decisions
- unofficial ministry and oversight
- set tone for meetings
- coordinate facilitation
- craft/polish proposals
- Ultimate power created by abilities, work, access to info, personal connections, and support
- Bring many years of community experience
- Try hard to be open and accessible
- contain all official spokesperson
- handle "tricky" communication
- set standards for minutes quality
- review allocation of resources, money, and energy
- keepers of oral history
- look for links beyond FIC
- recruit people for roles
- AC connections provide some of the organizational glue

Rest of board (minus AC):

- AC=primary and bottom line implementers
- AC=primary vision holder and values keepers
- mentors
- interim decision makers
- default deciders, thus catch all for resentment
- AC gives more time to FIC than other board
- sometimes board decisions get lost by the AC

Non-board:

- Family model: kids, parents, grandparents (immigrant grandparents who worked hard to establish selves; grandkids still want input even though spread out); kids should respect grandparents, and grandparents might fear being put in old folks home
- Micro-managing, finger in every pot, knead the dough
- AC holds most policy making power and position (agenda and wrap up)
- SWAT team - quick, effective
- static personnel/little turnover
- not enough contact with public, personnel
- AC getting tired
- AC has more intimacy than others
- everyone cares about each other
- interactive influence is uneven; AC has more influence than rest of board, especially because of role in planning agendas and doing post mtg wrap-ups
- communication gap: don't trust that the other group really gets it; groups don't always assume goodwill; dynamic and/or destructive tension
- relationship is opening up now
- AC are elders; hold history, tradition, and experience
- secrecy and confidentiality within AC
- AC is more committed

Was this useful? Some people felt they already knew this information. Others were surprised by the variety/scope of tasks done by the AC. The people who are least associated with AC had most creative insights.

"Rest of board" group noted that many of their group was absent from this session. AC group seemed to think in terms of products and tasks, not relationship.

Betty shared her personal heartstorm list, which did address the relationship:

- AC is perceived as only willing to approve projects they want to be involved in
- AC wants to spread out workload
- when AC clarifies values, it is perceived as micro-managing, when it is not
- AC sometimes micromanages
- board doesn't want to lose what AC offers, but doesn't know how to keep it
- there is a lack of acknowledgment of AC's openness
- AC doesn't see places they are communicating closed-ness
- AC realizes how inefficient they have become in administrative details; too complex now to not be centralized
- how much of the closed perception is real and how much is myth? Do some people see the door as 1/2 closed, and others see it as 1/2 open?

Discussion of the results: How much do board members see how the AC has gathered the "wisdom of the meeting" by their long time experience? Does AC hear and act on the wisdom of the board?

Are bd positions handed out like carrots to promote work?

These lists illuminate the need for a next step to define AC tasks and which need to be handed off and which ones are appropriate to keep.

TASK: Restructuring committee will review the heartstorm perceptions

TASK: AC make a list of all the jobs it does as a group and individually

MONDAY AFTERNOON SESSION # 13: 5:20 - 7:00 PM: F: Zev R: Tony

What's next with restructuring (cont.) Velma

Funding: The restructuring cmtee asked for all of travel and 75% of room and board. Estimate about \$1000 per meeting. Could be more now that we added more people. We plan to have two meetings per year. Last time we paid sunrise \$800 but Bill is offering Sunrise as a freebie for one meeting this year. Recognize that we might not want a cap since these people do have to meet.

AGREED: Allocate \$1000 for meeting between now and fall meeting. Work out any overspending with finance committee.

Lots has been captured in the minutes but would be good to get more info.

TASK: ALL encouraged to write reflections on restructuring now while it is at the forefront of their minds and e-mail, mail, fax it etc. to Velma. Talk to people on the phone. Any graphics people are encouraged to help with organizational diagrams.

AGREED: We not implement any specifics of the restructuring report until we have done more work with the material.

Rocky Mt. Community Gathering Proposal (Ben)

Rocky Mt. Cohousing Assoc (RMCA) will help sponsor this regional networking event. The group is also looking for support from the FIC. Ben seeks a grant or loan of \$200 and formal sponsorship by the FIC (use of logo etc.) This first gathering is not just for seekers but also for those already in the movement.

In earlier agreements we have defined Sponsorship as requiring active FIC participation in the planning of the event.

Endorsing an event means we support its happening, but are not involved. We would be endorsing this event.

FIC is not in the financial position to give a grant, and the loan fund can consider it.

AGREED: We are in support of endorsing the regional communities gathering in Colorado.

Money Ben is looking for will come from individuals rather than FIC.

TASK: Geoph and Elph will oversee the use of logo on materials for the CO regional gathering.

Directory on Disk (Geoph)

Several years ago we made an agreement to make the essence of the directory available on disk for \$20. This is in conflict with the decision about the directory on the web at Golden Rule. Web is public forum, but the Dir information on disk is just a different form of the info in the book. Many don't see this as the same thing.

Most recent concern about putting things on web was based on not having permission from communities to put things in electronic form; only got permission for paper form. Concern over how this material might be used. Not everyone agrees that board's only concern about directory online was just an issue of electronic publication. Thinks web issues are bigger.

What if we are very explicit that disks are for private use and not for public?

Some people charge a lot more for electronic version of this stuff to discourage that. Some think the provision against using this for non-private purposes is enough.

We don't know enough about the implications. Not sure if we are ready to do it.

FREEZER: Talk about directory on disk.

AGREED: Send money back to people who requested Dir on disk and not make it available right now.

TASK: Geoph will work on a proposal about Dir on disk for the next meeting.

E-mail Alias (Elph)

We own a domain name "ic.org" on the internet; we can easily create e-mail aliases to go to people with already existing accounts. This allows your public address to stay the same even if you move. Just tell Elph.

There is no individual cost for each name, but cost for domain name in general is \$100 for two years. This proposal has no impact on this cost. This will be dealt with by Web Weavers/Computer Support.

AGREED: Create e-mail aliases for those who work with us and request it.

AGREED: After checking with Stephan about possible extra work, extend this option to members of the FIC to create an alias for communities. \$20 to start and each time it changes. Offer it as a membership privilege.

Lama Foundation Fire

AGREED: We have generated a bit over \$1,100 from auction. Send to Lama and write them a letter of support and concern and ask them if there is any way we can help and support. Specifically suggest Loan Fund. Notice is already in CMag.

Future Meetings (Harvey)

We wanted to have next spring meeting location established at this meeting, but we have nothing definite.

Two possibilities: Wesleyan Christian community on Vashen Island, near Seattle and Edenvale in British Columbia

TASK: Betty is willing to do the initial contact work with Wesleyan and EdenVale.

Suggestion for Arcosanti, a new place, new state. What about Los Horcones?

TASK: Ben will talk to David and make the initial contact for Arcosanti. We need to be concerned about it being too hot in May.

AC has historically overseen site contacts, negotiating, and recommending a Site.

AGREED: We should make it explicit that AC is still in charge of actual negotiation of site until we change the structure. Initial contact by others is OK, but no negotiation without working with AC. AC needs to begin mentoring people into the negotiation task.

Evaluation

What worked well:

Sticky board, orientation meeting for facilitator and recorders, facility in general, future vision graphic(wheel), treasurer presentation, inreach committee and their enthusiasm, breaking into small groups for AC evaluation, new people as facilitators, workshops/openspace, vibeswatcher, structure breakup, posting acronyms, talent show, dance, auction, lots of breaks, new people, incorporation of new people, expansion of logistical invite list, concise proposals, moving more towards values questions, starting to move toward new structure, variety of food, large literature table, variety of process formats, glimpses of the glue/cmtty quality, work of structure committee,

passionate emotional discussion, open display of tears, written reports were all there, community fair, general sense of enthusiasm, meeting e-mail buddies, sliding scale of participation fee, respecting break time, networking and creating new projects, strong personal support for beleaguered staff, good agenda planning, flexible agenda, courteous interaction, interfacing with Ganas, wide logistical support from non-board members, Jenny, Ira's contribution in the kitchen and hosting, Geoph's songs

Could use improvement:

Deeper U shaped circle for better eye-contact, running out of herb tea, limited phone access, not enough copies of written reports, confusions of expectations with host, weak coffee, mixed messages from host, basket of kids supplies, kids space, child care planning, designated note board, no profiles of each person, bad feelings at talent show, food not labeled all the time, evaluation of participation fee, wanted more time for big event discussion, rushing through agenda items at end, tarot/candles potential to turn off some visitors, no explanation of open space in pre-mailing, need sign for when meal start, house rules sheet - community norms, bigger stereo for dance, better tapes, more right brain things, people leaving early, no orientation packet, tour of host community, promote membership better, no roster of board, more board members showing up, unclear meeting norms, evaluation forms not available soon enough, facilitators better about establishing ground rules, rushed evaluation, more community building exercises, too many meetings at meals,

Closing