

# FIC Org Meeting Notes

## Wild Sage Cohousing

### Boulder, CO

### May 14-?, 2015

Notes 5/14/2015 FIC board meeting. Sky, Betsy, Chris K, Aurora, Laird, Harvey, Linda, Marty, Frank.

#### **Invoking memories in increments of 5 years. Bead Ceremony**

The idea came from a women's group. Fred is with Laird. We use Jeff Kozeny's Tarot cards. We do this not for ourselves, but for the world. Pick 3 cards of what's ahead: Frank's is for what's ahead. Aurora's is for what we are building upon. Linda's is for something we keep in mind or an undercurrent.

Frank: Ten of Wands inverted: Make choices of how you view yourself.

Aurora: What we build upon: Page of Rods. Intense energy into self growth.

Spring 1990: Lost Valley Education Center near Eugene, OR. The community was originally built by a religious group, Shiloh. When that community imploded, FIC facilitated another community group's purchase of this land to start a secular intentional community.

1995 board meeting at Sunrise Ranch near Loveland, CO. There was a fair amount of chaos. "Facilitation of the group not of the individual". Bill Becker was surprised that the group cleaned up after themselves. Bill became active. We wrote a song and sang it to the kitchen staff. Had an evening session for the first time. Discussed community magazine. Exhibited challenges of wearing both a board hat and a subordinate staff hat. Pitfalls of working as both board and staff.

5 years later, again at Lost Valley in Oregon: The Jim Ruff show. Tree Bressen had seen Jim Ruff with his "Dynamic Facilitation". He had written a book on it. Turned out to be painful facilitation. He was tone deaf to the group. Corporate culture is not the same as cooperative culture. What he was good at worked in a corporate world. If someone said something definite, he jumped on it as if the person was the power person. We were better at holding the different perspectives. Diana Christian/Terry O'keefe major conflict. Terry didn't come back. Marty became the publications manager. Marty announced their decision to move to Shannon Farm. Cat blew the window out. Marty had to board up windows. One day of community building. Dance of Universal peace.

2005 Ecovillage at Ithaca. Expanded FIC mission to creating community where you are. The skills learned by communities are important for the world . How do we implement programs to follow this. Liz Walker was there. Community Evening. That community got a lot of press. Commitment to diversity and self sufficiency. Multiple chemical sensitivity. Jorge and Susan Grossman were there as a team.

2010: Daybreak in Portland: Build it and no one came (due to the housing/mortgage crunch of 2008-9). Really hard on the group. Couldn't sell houses. A lot of community involvement in Portland. Good place to hold meeting. Made contacts.

2014 (Last Year): Dancing Rabbit. Cynthia from NextGen and other potential partners. Sky's first meeting. Executive director discussion. Earth Deeds (Daniel Greenberg's new initiative). Laird's birthday. Agreed to hire a development director. Connection to Beth. We inspected Alium as our possible new office space. No more trailer.

Sky on Agenda: Feasibility study of new building at Dancing Rabbit. When Maikwe is skyping in.

Betsy: Rent to buy model.

Review on-going things and work on new directions. Book directory implementation, charging and member benefits. Executive Director hiring process. Short session at the end. Dinner at 5 and not here. Already awkward of having given agendas. Not squeezed for time. Tomorrow will be devoted to strategic planning. Maikwe's thoughts. All will be revealed. Sat. Development strategies and inform Aurora and Budget review. Sunday we can party in the Mountains or take more time for strategic planning. Brief check ins. Go around with your name, the shape you're in, FIC involvement.

Harvey Baker.: FIC 1992 on board and oversight. Personnel committee, education and research, events liaison. Nominating Committee. Good night's sleep. Dorie, his wife, is happy to hang out. One year after marriage. Pretty good shape, easy to be centered.

Linda: not active in FIC. Live at Earth Art Village. Helped found GEN and Ecovillage org. since 1995. Went to Genplus 20.

Marty: Shannon Farm about 15 years ago or so. Board, Oversight, NOM COM and ministry ERB Editorial Review Board. Created Best of Communities series. Cleaned up digital scans for back issues.

Frank: Lives in Boulder, lived at East Wind for a short period of time. Wants to find community. Here because he got an invitation, wanting to reconnect with community folk.

Sky: Board member for a year. Considered for Executive Director. Groggy and Foggy headed. Emotionally off balanced. Relationship/Twin Oaks confusing. Nothing major.

Betsy Morris: Involved for 4 years. Came with husband Raines, who served on board. FIC is the spirit. Very involved in Cohousing. Not on many committees. Speak for other worlds. Managing/hosts East Bay cohousing listserv. 3500 members. Bring models from the cohousing world. Resident management and social facilities. Seriously sleep deprived. Present now.

Chris: 2 years ago became business manager. Website, products, old inventory, social media, distributing. I work with Communities magazine. Business and advertising manager. Love working with FIC. A lot to come. Happy and healthy. A lot of work for the last few months. Spend next week with Wife.

Aurora: Development Director. Learning Cooperative Culture.

Laird: Executive Secretary. Let go of a legacy. Involved in the middle right from the beginning. Well underway with transitioning. By the middle of the year will be out. Though still involved. Sand Hill doing fine is a marker of good transition. Focusing on writing and teaching. Main 3 tings in my life have been: Marriage, home and work. Major upheavals in the first two. Divorce is hard. Tender. Calls into question where home is. Moving in with close friends. No bridges being burned. A lot of shifts. Pretty tender.

### **Communities Magazine:**

BEST OF COMMUNITY: Selling well. Out by the end of this month. Distributed more wildly. The catalogue will be more accessible.

SUBSCRIPTIONS: 100 new subscriptions including 10 renewals through the website, Last year 20 per month; 33 now. 10% are digital. 60% new subscribers 20% multiyear. 1 in 5 opting for auto renewal. Baby Boomers issue is sold out. March-May. First issue that is all color/ all recycled. This theme is good, we did not make adjustments on number of printed copies. We printed 2100, 1100 subscribers, 800 went to bookstores. 150 of single issues. We are trying to get bookstores to ship back unsold copies instead of just destroying them.

New credit card: 2% cash back. Printing bill. Brought in \$500, which pays for 2 months of Allium Rent.

Marketing partnerships. Mother Earth News. Share newsletter/Social media. \$5 coupon for Communities magazine subscription. Close the deal on the spot, so it does not evaporate.

All 166 issues are now in digital format. In one month sold 13 sets of digital issues . Rented one.

Grossed \$150 for digital downloads of Visions of Utopia. We get 80%.

Big advertisers have dropped out for different reasons .

Development - no pitches in first quarter of the year.

Event income is forthcoming. There will be 4 Events this year.

Old CMag complementary old issues to be sold. Sticker.

Mother Earth 500,000 circulation. Partnership promoting communities. They contacted us about carrying movies, books and magazines in their store. How will we advertise our merchandise with ME through website and social media?

Betsy: we put out magazines at EBCOHO events twice a month. They go slowly. The only advertising flyer is green paper subscriptions. Didn't go. Should we go back to postcards? What about a phone app for immediate subscription. What would be the best tools? Go to the website by phone through phone apps. YES! magazine has done little bits on cohousing. Content is conducive to FIC. Share CMag articles for reprint in YES!? Past follow through has been a challenge. New happiness, New social order. How about new covers to old publications? New covers vs. bait and switch. Nervous about honesty versus reaching a new audience.

**Finance committee:** facing an unmaintained website . Christopher deserves credit for upgrading our finances. Challenges ahead. Salaries, transportation, Allium, etc... Relearning tools for this era and celebrate our past success.

How are we going to monetize the on-line Directory? How are we going to get more members?

**Nominating Committee:** MARTY: No current Board members' terms are up. Harvey and Marty caucusing about potential candidates. A requirement is that a candidate has been at a meeting. Exception for Sky last year. Why do we bring people on to the board only at Spring Meetings? Up to 15 board members, 6 is the minimum. We need more. Harvey: In the past, we had people who would be blissed out at being in the group the first time and never showed up again which explains 2 meeting rules. Sky had demonstrated commitment. We only do it in the Spring because we have a lot more of a process. Simpler. There was a lot of drama in earlier days around being on/getting on the board. Less drama around this in recent years. This could fit into the strategic planning process. Important conversation. Are we looking to create a more traditional board?

Marty joined Alyson in the mediation effort in the Restorative Circles format. Conflict mediation. What is important. Do they want to continue with it? Linda, Gio, Russ and Lee participated; Daniel was out of the country. ½ hour to 1 hour preliminary session and two 2-hour sessions. Sent out invitations; in addition to the 5 people, invitations were sent to Jeff Clearwater, Diana Christian, etc. None picked up on it. Russ suggested Cynthia. ENC board and Next Gen. Nebesna accepted the invitation for NEXT GEN. Cynthia declined. She has nothing to add and timing is difficult. NEXT GEN is people under 35 involved with GEN. Cynthia is the North

American division executive director. Not much to say about the process so far. It will emerge as we have more sessions. No need to go over tensions now until after the meeting. Have they moved beyond their intense conflicts? Can we work together without being in the middle? FIC is welcomed but not necessary. Pleased and heartened that organizations and individuals are open to resolving conflict.

ENA accomplishments report by Linda. Funds being held in UK until we sort this out. Gaia Trust grant goes to GEN who decides what to do with funding. Next one is the 19th. GEN working group is a year and a half into working groups. Populated by people from the regions. Who has interest. Most are formative. Here is a project where they can work together. Table of goals that we built: It's never really been addressed. Vienna folks and Lee from Canada. IT is the exception. Christopher is in the IT managing role. Improve tools and user engagement. Caught in a funny place. It takes one on one to do something right now. US region did not carry over after the database switch. Whole new system is driven by their record. It has been a lot of work because some of the fields did not come over properly. International stuff needs to be sorted out so that the regional can be dealt with. Update simply nice to know more. This was created long ago about cooperating and working together. Our proposal has always been to work together. Raised money but sitting there. The money was to pull assist having a meeting together. Short list of meetings seemed possible. Revisit this list? Other events FIC is coordinating that GEN could help out with. Betsy and Linda will form a working group.

Discussion on charging for Listing in the Directory: Should we charge to list in directory: Nothing budgeted to implement this plan. We bring in more through advertisements. How do we monetize these things online? Decision to charge was difficult when we first made it. Christopher does not like the idea. Limits growth. Millennials expect things to be free online. We could just use facebook. No limits on group. Don't want to be gatekeepers. Adding fresh communities, discourage by being less cool. We can be more creative in monetizing the site. Provide more value for what members give. Quicker sorting function. Members have a badge shown in their listing. "I am an FIC member" badge. The badge will show communities are committed to the movement. Charging will help clear out the deadwood. Become a member, we don't know what you get for it? I agree with reasons for not charging for listings. Membership needs to be clarified. Capacity building. We need more support from communities. Website design stuff is needed. How do I get to a search? Badge rating system should reflect reality. Clean up directory. Possible volunteer job. We need the labor to pull them. Curating and indexing more is valuable. Janel is a possibility. Perfect point to pull her in. We look at Front End stuff. Member benefits? Main product is the directory. We are letting it drift. There is no one else out there. Nobody can touch our connection. We need to use our organizational energy to do that. Degrades the value of the directory if we have crappy listings. How good a mission fit is this if we take this action. The Directory needs it's own strategic planning session. What is the board's role? Chris Deerheart is the manager of the directory. He takes directions from the board. NO time or money for him to go beyond the basics. Lincoln: we need to be clear as a board about this decision. Frank: one community per state could take

responsibility. This is urgent; we have to do this. We can post our volunteer internships opportunities on Idealist.org. We should pursue interns. Laird: We need a plan for getting rid of deadwood. What are the evaluation criteria?

List of Screens for Directory Proposals:

Highest Quality for User Experience

Revenue Impact

How aligned with our mission

Feasibility

Ease of use for user

What leaves structures accessible for other partners/ Partner interfaces:

Dependence on one geek/ease of modification

Networking/connectivity

Quality of content and interface for user experience.

Looking for ways to not charge for listing...

Directory Enhancement:

Volunteer Program

Membership benefits

Community business

New Print Directory

No real membership benefits. We have about 300 members. What is the incentive? What could be created as membership benefits? Discount on events. Badge in the directory.

Accommodations discount. Online training and workshops. 4 hours support of business needs.

Financial planning, Capital planning, reduction of loan interest rate, peer networking. advocacy.

NASCO consultation and development, mutual support. Is there a way to get a specific

program for matchmaking? You will receive consultation. Provide for individuals and community.

Consultation: What would that be? Create a pool of providers. Would they be willing to do it?

Process consultants? Could we pay consultants?

Free Webinars only available to members: Could be applicable to non profits, individuals,

Commitment to a certain number of webinars per year. Very mission oriented. Potential

Webinars: How to facilitate good meetings, Financing 101, Creating Cooperative Culture.

Hospitality benefit membership allows you to stay in communities at a discount rate.

Develop a communication strategy for once we create it.

Continuing 10% discount of events and services. When asking for a 10% discount from event coordinators, we need to provide robust services. Mailing list, advertisements, social media...

Providing some benefits to individuals and to the community.

Possible Swag. T shirts and mugs. something digital, one of the Best of Communities. Scaled to level of membership.

Volunteer and Intern Program:

Getting volunteers and interns. Idealist org. Social media, Web Design, Donor Research, Webinars. Map functions, a week where Twin Oaks does a weekend blitz to clean up the directory.

Enewsletter, Events, Social Media, Identify networkers.

Volunteer coordination and area managers

Sky Twin Oaks

Chris Directory

Development

We don't want volunteers and have nothing for them to do.

Sky:

Sky has the ability to bring knowledge of living in community, trust, experience Who could take Laird's role. What is an Executive Director typically? What do we want the job description to be? Next discussion. We don't have to define it now, but have an intention that things have to change. We look at job description now before strategic planning. Modify this discussion until strategic planning on Sat. How comfortable are we functioning as a team, how much are we leading as a team for job description? Sky has distinct differences and some strong similarities to Laird. Job description says who is going to do all those things. Hard to find a person that exactly matches the JD. The job can be formed to all the skills of the person taking the job. Does the Executive Director hire and fire staff? We are explicitly leaving this function to the team. What are Sky's thoughts and Sky's vision. Christopher will send us the discussion between Sky and the oversight committee? Strategic planning about structures needs to include the piece about hiring and firing. Hiring occurs at board level for many staff now. Hierarchy or teamwork? Can I handle this alone or consult with oversight. Board invited to oversight calls. When do I need to consult and when not? NASCO has gone through this recently. Switched from ED to staff collective. It was pretty rough. Okay until there is a staffing issue. There needs to be a way to interface. ED hiring and firing is clear cut. Does NASCO have a personnel committee? Unionized and collectivised. DR board hires ED and the ED hires everyone else. Built in step must take feedback seriously. Has HR team interviewing team as a tool. I've hired through 11 hiring processes. Sky, do you have experience in a hierarchy? Is this the way to go? The short answer is yes. Harvey is uncomfortable with the direction this is going. A remote board getting information only from the ED has been problematic. ED paints the picture that everything is fine and it isn't. Leary of remote board hiring ED and then ED does everything and there is little feedback and room for involvement. Is this a problem? I don't get the potency. Laird, "I am the Executive Director". The board's interaction with ED is a key piece of strategic

planning. Traditional boards have done fundraising. Board burnout is a problem. All of the hiring work is huge as volunteers. Unclear lines of authority. Doesn't burn people out is why this is a potent question. Sky: my desire is to have a working board, but there are ways to modify it to avoid burnout. Sky is comfortable moving to a more traditional ED role. Sky is also comfortable in an in-between role. Marty is uncomfortable leaving everything in one person's hands. Wary of making ED solely responsible for hiring and firing. There needs to be more consultation. It has worked the way we are doing it now. I don't think hiring and firing is a key reason for burn out. We could shift slightly. We are doing that more or less. ED's role in Development vs Development director's role will need balancing. Culture of organization is important in demonstrating functioning cooperative culture. Most mature version of consensus is in this body. We can tweak things. Laird's take: I have plenty of power. I have had issues, but too short a leash is not one of them.

## **Membership benefits**

The goal here is to provide benefits that are mission oriented and are financed by the membership fees.

Continue to lead with the purpose of this being them supporting the work we do followed by offering killer benefits.

### **Revise membership types, associated fees, and particular benefits**

#### **Current benefits:**

10% discount on products and services (including events we host)

That's it.

#### **Possibilities:**

Complimentary digital products

Somehow being prioritized or highlighted in the Directory

Webinars only available for members

Discount on events we co-sponsor - more robust promotion offer in exchange, certain number of mailing list names for free, social media, etc.

Discount on services from communities

A certain amount of free consultation/support/trainings, either one time or per year or two

Resource matchmaking ("needs and offers" database) amongst members

Access to a hospitality network

Swag

**Clearly articulate what their fees go towards in terms of the work we're doing and why it's good and why they want to support that**



Before we get too far, test drive this with members, send out a survey, get feedback on our ideas and solicit their ideas.

## **Volunteer program**

Create a clear program with a coordinator for managing volunteers and clear tasks, so that we have an actual program that we plug people in to. Do we need to pay the coordinator?

Important task of the coordinator is to know the tasks and which area managers are willing to manage volunteers and keep that information updated and promoted.

We need a Volunteer Coordinator job description.

### **How to get volunteers**

Have a page on our website devoted to this information. We also need to make sure we're getting quality people. What do we need to do once people who we don't know contact us to find out if they're people we want and where to plug them in?

Enewsletter

Social media

Events

idealist.org

Identify our networkers and let them know and encourage them to push people our way

### **What do we need them to do?**

Cleaning up the directory

Hosting house parties

Contacting potential sponsors of Cmag

Donor research

Social media

Website design

Set-up platform for webinars

Crowdfunding

Interfacing with partner organizations, particular around the directory, mapping, mutual promotion

### **How to manage volunteers**

We need point people who will manage them

Figure out which area managers are willing to manage volunteers

Have volunteer roles/tasks come from those managers

Central coordination to keep info on what managers want volunteers and what they need

A work camp/event to bring people together to get a bunch of work done on some particular project.

### **What about interns?**

Different from volunteers that can work remotely in limited ways in that they need to be hosted.

## **Friday - Strategic Planning**

### **1. Review of mission, vision statement, objectives**

#### **Existing Documents:**

#### **FIC Vision**

##### ***short version***

We envision a world where cmtly is available, understood, appreciated and supported for all people who desire it and where the skills, structures and wisdom of cmtly are recognized as basic building blocks of a just and sustainable culture.

##### ***longer version***

Promoting community living and cooperative lifestyles across North America.

The Fellowship for Intentional Community nurtures connections and cooperation among communitarians and their friends. We provide publications, referrals, support services, and sharing opportunities for a wide range of intentional communities, cohousing groups, ecovillages, community networks, support organizations, and people seeking a home in community.

Intentional Communities have for many centuries been places where idealists have come together to create a better world. Although there are thousands of intentional communities in existence today, and many others in the formative stages, most people are unaware of them or the roots from which they spring. *The Fellowship is increasing public awareness of existing and newly forming communities. We offer information and referrals for those who are actively seeking, or simply curious about, alternate lifestyles for themselves and their families.*

Communities come in all shapes and sizes, and share many similar challenges -- such as defining membership, succeeding financially, distributing resources, making decisions, raising children, dividing work equitably, and choosing a standard of living. Many wrestle with questions about right livelihood, spiritual expression, land use, and the role of service in our lives. At the same time, there is limited awareness of what others are doing to meet these challenges -- and much to gain through sharing information and experiences with others exploring similar paths. *The Fellowship documents the visions and experiences of life in community, and actively promotes dialogue and cooperation among communities.*

Intentional communities are often aware of themselves as different from mainstream culture, and many choose to highlight these differences. Yet, virtually all communities share a common root value of cooperation. The Fellowship facilitates the extension of cooperation beyond membership boundaries and common values, understanding that differences can be a cause for celebration, and an occasion for enrichment and growth. *The Fellowship is helping draw the circles of cooperation ever larger, and assisting with the personal stretching that this requires. In that spirit, FIC membership is open to everyone.*

### **Mission**

1. Openly provide accurate and comprehensive information about living in intentional cmties.
2. Promote dialog, understanding, and cooperation between existing cmties and related orgs.
3. Make the realities, options, and lessons of intentional cmties readily accessible to the wider culture.
4. Provide moral, financial, and technical support to forming and established cmties in need.
5. Disseminate as broadly as possible what is being learned in intentional communities about creating and sustaining cooperative culture and social sustainability. [**Laird's note: this last point is my suggestion and not agreed to.**]

### **Objectives**

- To embrace the diversity that exists among communities and to facilitate increased interaction between communitarians and the wider culture.
- To build cooperative spirit within and among communities through shared celebrations, joint ventures, and activities that build awareness of our common humanity.
- To facilitate exchange of information, skills, and economic support among individuals, existing intentional communities, cooperative groups, and newly forming communities.
- To serve as a reference source for those seeking intentional communities, conferences, and other community building experiences and practices appropriate to their needs.
- To support education, research, archives, and publishing about contemporary and historic intentional communities.
- To demonstrate practical applications of communities, cooperatives, and their products and services—through seminars, catalogs, pilot projects, gatherings, and direct sales.
- To increase global awareness that intentional communities are pioneers in sustainable living, personal and community transformation, and peaceful social evolution.

### **Ideas that it should include/how it should evolve:**

- tighter mission statement
- more community where you are
- we don't have something about economic groups, politics, networks
- Cooperative culture as centerpiece
- too many relics of residential communities
- social sustainability
- explicit mention of GEN dimensions
- define community
- missing some historical context
- not open to spontaneous manifestations
- social isolation
- relationships of cooperation for mutual care and benefit
- focus on relevancy
- restoring the commons
- we should have more network cooperation with community valued organizations
- name - does the name get in the way of connecting to community where you are
- FIC as social change agent
- historical examples
- stronger stance on sustainability
- changing language: advocacy
- community as answer to a lot of societal ills
- power in declaring ourselves to be an agent of social change
- commons language
- most potent for me (Ma'ikwe): advocacy, agent of social change, thought leaders, particularly how it affects sustainability. Biggest barrier to successful cmtty building is social, and part of why it fails is a lack of understanding that community living IS culture change work and requires culture change work
- stronger emphasis on changing dominant culture
- better definition of which type of community we are advocating
- community is a vehicle for changing the world - which world do we want
- social change as the center of our focus
- responsible to the larger world
- culture change instead of social change (lots of support for this idea)
- awareness of people making choices in their lives as a statement (political, cultural) in how they affect the world and people around them
- who is our constituency? - communities or people seeking them (or more cooperation in their lives, or a solution to the cultural issues we are facing)
- strengthening naming the problem
- focus on positive examples and demonstrating alternatives of better culture
- are we saying communities are the ends or the means? maybe we shouldn't abandon either as they are intertwined
- why do we want to do this work?
- more just, more sustainable, more loving world

Ma'ikwe, Sky, and Lincoln will work on a draft for mission, vision, and objectives. Laird will send out the existing work to everyone (or they are on Wikipedia). They may have a working session during the meetings, and will have a draft for group review within 30 days.

## Identity Statement

Components of identity statement

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Your nonprofit's identity statement

We advance our mission of

... and seek to *(impact)*

by serving *(customers)*

in *(geographic area)*

through *(programs or services)*

and emphasizing our competitive advantages of

We are sustainable by *(funding sources)*

## 2. Current Business Model

Do our constituents include people who don't realize they are our constituents, like people who have never heard about intentional community? What about the media?

### What is our constituency?

#### Who are we creating programs to serve?

- Intentional communities, including forming
- Individuals living in ICs
- People seeking IC
- People creating cooperative culture
- People who would benefit from our work but don't know about us
- Students and educational programs (also potential collaborators, but we need to be proactive) - debate about this, and also about the question of youth as a constituency

#### Who are we collaborating with?

- Academics/Researchers
- Media
- Politicians/Policy makers

- Like-minded organizations
- Groups we fiscally sponsor

### **Doubters and Haters**

The why's, the doubters, the haters, the family members who say, "you're doing what?", the county supervisors, the people who have never heard about us and don't immediately get it. - keeping them in mind when we're providing/presenting information, maybe having an issue of Cmag on it.

### **How do we serve them?**

- Publications (ours and others, print and digital) - bookstore, directory, Cmag, enews
- Website
- Events (hosting and sponsoring)
- Information and Support (receiving and responding to information and support inquiries)
- Development (match-making money with programs)
- Walking the talk (providing a living example of sustainable, functional, cooperative organization)

### **Where does funding come from?**

	<b>Income</b>	<b>Expenses</b>
<b>Publications</b>	57%	51%
<b>Website</b>	20%	18%
<b>Membership</b>	7%	
<b>Donations</b>	15%	4% for membership and donations (Development)
<b>Office</b>	1%	27%

**What's the relationship between the different constituencies and where the money is coming from?**

**Publications:** People buying things are not people living in community.

**Website:** All ads, mostly like-minded orgs and ICs

**Donations:** A lot of major donors, i.e. indivs giving \$100 or more.

## **3. Financial Analysis**

### **Financial/mission graph**

Created a graph showing different programs along axis of mission alignment and net revenue.

## What programs are at risk?

Events program is in limbo; it hasn't had a good business model in the past. Most everything is in good shape.

## 4. Competitor Analysis

### Who else provides what we do?

**Community Solutions** - provides **resources** (books, etc.), more along economic and ecological lines. Also do **events**.

**Cohousing USA - Networking** amongst a particular niche of groups. Pull from our **database for listings**. Put on national **conferences**. Provide **resources** for forming and established groups

**FEC/Point A - Networking** amongst a particular niche of groups, and providing support for those kinds of groups.

**NASCO - Networking** amongst a particular niche of groups, and providing support for those kinds of groups. Great **internship** placement program.

**GEN** - Has a **directory of community listings**, but also includes other kinds of groups.

ENA

ENC

National Housing Cooperative Association

National Coalition on Dialog and Deliberation

IAP2 (individual facilitators and consultants on organizational development)

ICSA

Yes!

GEO (geo.coop)

Facebook

Meetups

## What are our competitive advantages?

**Reputation** - people trust us to be even handed with the information we collect and distribute

**Network of incredible people** - personal connections to a lot of people in a lot of different groups

**Network of great examples/models**

**Articulating what's relevant and exportable about intentional community**

**Breadth of activities** - one stop shop for all things intentional community

**Depth of information**

**Good customer service** - people are satisfied by their experience of us

**Historical perspective**

**Stable, competent staff**

**Multiple, viable income streams** - taking something that's high mission alignment, deal with losses for a while, and turn it into an income stream

**Organizational adaptability** - both in how we function, and with technology, changing our minds about things

**Eclectic group of people involved** - and people who have lived experience of what the org is about

**Connects with like-minded orgs** - not great, but probably better than anyone else

**Functional organization** - good processes and communication, especially given dispersed group

## 5. Trend Analysis

Demand for our products and services

Funding for our work

Transition from print to electronic

Risking transportation costs

Rise of social media

Many progressive orgs with similar missions, all with too much to do, too few people, too little \$, and weak track record of collaboration

Decline of certain search terms that were important to us

### Others?

New groups that don't know about us or aren't inclined to associate with us

Rise in webinars and online education

Tiny house movement

Reclaiming the commons movement



Socialist movement

Solidarity economy, New economy, Sharing economy - all kind of similar, new organizations, resistance to connecting or associating with us

Community as a marketing tool, which potentially has a diluting effect

Baby boomers

Unemployed millennials

Co-op boom right now - new housing and worker co-ops, co-op biz associations, cross sector co-op collaborations

Increasing wealth/income gap

Increasing land costs

Sustainability or resilience is popular - increase awareness of climate change

Largest wealth transfer in history, from Baby Boomers down

Organic food market is growing

Cooperative food growing, CSAs

Growing food in general, community gardens, urban homesteading, etc.

Interest in dealing with race and class

Churches as places where people get community needs met, and many are interested in sustainability (creation care, earth stewardship)

Mobile devices

Crowdfunding

Expectation of online participation effecting change, maybe just in that online forum or beyond

Participatory budgeting and transparency about money

## 6. Future Business Model

Reports from:

- Membership
- Volunteers/internship
- Directory - online and print

Can we generate enough revenues to boost salaries and travel subsidies?

Can we develop a profitable business model for events?

Can we develop a model for inter-org collaboration that generates revenue?

Can we develop a membership program that will be profitable?

Are there alternatives to print Cmag we want to consider? Turn Cmag into a membership benefit? Reprinting other people's content?

Fresh video content/new documentary

Can our website embrace the idea of virtual community and create that?

Development stuff:

- House parties
- Grants
- Planned estate giving
- Staying up on new trends in the fundraising world

Leveraging resources from the academic world that would get us money and give them content

Internships/volunteers

Strategies for driving traffic to our existing money making platforms

Financing - set up a foundation?

Regional FIC networks within the national organization

FIC brand of trainings and facilitation

Subcontracting for other organizations that have money but don't have the capacity

Marketing arm for forming groups

## 7. Identity Statement

**Geographic area:** Primary focus is serving English speakers in North America.

**Impact:** Fostering cooperative culture - explain advantages and provide tools to do it. Improve and strengthen existing communities, supporting people creating new communities, while also helping people spread the principles of cooperative culture.

Want people who hunger for cooperative culture or more community to be thinking, "I need to talk to FIC, because they know what it is, what the advantages are, and they can teach me how to do it." We are the go-to organization for this stuff.

Models for disagreeing in a way that leads to enhanced relationships.

What do we mean by cooperative culture? What do we mean by social sustainability? What do we mean by community?

Fostering and supporting communities that benefit their individual members and have a positive impact on the world in particular ways.

Experimentation with financial and legal structures that support these communities and providing the models and tools to create them.

The importance of investing in relationships. People are dissatisfied, socially isolated and alienated, which leads them to over-consumption and self-destructive behavior, and the intimacy community provides is an antidote to this.

Example of people living their values and inspiring others to do the same. A way to live your values.

What does it mean to be intentional as a community?

Quality of relationship from the self all the way up the line to the global.

## 8. Strategy Screens

- Mission alignment? Effectively meet one or more of our goals?
- Revenue impact - doesn't mean we wouldn't consider something that was negative if it had big positive benefits, but recognize its impact
- Quality - We can deliver on it, but can we do it really well?
- Feasibility - Do we have the capacity to do the thing? Enthusiasm of staff to implement.
- Perceived unmet need - Is it something one of our constituencies want?
- Leadership development and Capacity building - Will we learn from it? Will this develop an asset for the organization?
- Impact on the culture of the organization. Is it helping us walk our talk? Is it an exemplar of the culture we're trying to create?
- On trend? Future viability?
- How many people will it impact? Can we affect people's daily lives or have a major impact on their lives (life changing impact)?
- Is it better for someone else to do it? Or, partnership potential, working on it with others.  
*(Could this be part of the follow up protocol if we're inclined not to pursue an idea?)*

We don't have to weigh all of these equally. We can use it to look for weaknesses and see how we can modify the idea/proposal. We can use a scoring system to determine whether or not to bring things to the Board.

We can use this to evaluate our current programs as well.

## 9. Big Questions

### What org structure will serve best?

- Board selection
  - Only deciding during Spring mtgs?
  - Have to come to one org mtg first?
- Board relationship to staff and ED
- Leadership transition and capacity
- Dispersed vs consolidated

### What role (if any) does FIC want to play in addressing climate change? In what ways is this an opportunity?

Big part of our pitch at this point is addressing climate change. It matters to a lot of people and having a lower impact as a product of community is important for us to highlight. Living in community as an arm of the environmental movement. Community as a solution to climate change. Climate change translates to uncertainty about resource access. More locally reliant. Figuring out how to share, which is what community is good at, is something we have to offer even if people don't consider themselves or are not interested in living "in community."

People want more of a sense of "community", whatever that means to them. People are also concerned about the environment. We can show them how to do this. The future is uncertain, but you can have a better quality of life today by living this way.

Not just about climate change but all the ways we're degrading the environment, both the physical and the social environment.

We want this to touch people's personal lives as well as their ideals.

Having this be something we put some focus on in terms of providing tools and resources. Working with academics to develop tools, audits for measuring impact for community and being able to make those available. Dancing Rabbit and Findhorn are examples who have done audits. Is this grantable?

Community Sustainable Assessment tool

GEN/ENA has worked on these tools, and focused on communities that are working on it.

How much do we use this as a guide for the kinds of community we're promoting or highlighting or using as examples? When we do presentations, on our website, who do we direct media inquiries towards? If we're commissioning media creation, who do we include?

Where do we have "product" that has broad societal application?

If we have a good assessment tool, do we have a way to show on the Directory listing what their rating is.

**How do we most effectively bridge to obvious partners?**

**How can we do more with our known partners?**

## **Twelve Tribes/Violence Issue**

### **Background:**

Undecided about whether their practice violates non-violence principle. Got confirmation about their practices. We agreed to ask them to include a statement of their practices and we would add a publisher's note. A bunch of back and forth between them and Laird. They came up with a statement but it was too long. We asked for something shorter, and Laird drafted something for them, plus the publisher's note, suggesting they have a link to their own website with their full explanation. Long pause, then they came back saying they thought they were being singled out. We explained why we were dealing with this, that it's become an FIC issue because of the violence issue. We said if they don't do this we'll pull their listing. They said do what you will.

### **Discussion:**

They seem to really want to be in the directory. We might want to try engaging with them again before pulling them.

Suggestion of just including the publishers note and not requiring them to put something in and leaving their listing up.

Sentiment that we've stretched enough for them. We've already agreed to pull their listing if they didn't agree to this.

What exactly do we need them to say? Do we need to describe the practices or just state that they have controversial practices and click here for more info.

Harvey is going to draft one more attempt at bridge building with them, and run it by everyone. If we come to something it will go out from Laird. If they continue to refuse to engage, Laird has the authority to go ahead and pull them. If they engage and negotiate around language it will be Oversight's call to decide whether the language is sufficient. Betsy is standing aside.

# **Bridging to Like-minded Orgs**

**We have a hard time getting many groups that should be obvious collaborators to engage with us:**

Transition US  
Permaculture groups  
US Federation of Worker Cooperatives  
National Association of Housing Cooperatives  
Tamarack Institute  
New Economy Coalition

**How do we connect better with them? Can we present ourselves better?**

Persistence of showing up and engaging with them over the long term  
Personal connections, or, finding the right person to work with  
Specific proposals, something a specific staff person can say yes to without having to go to the Board

Issues around other organizations not having capacity, not having their shit together, turnover of leadership or staff.

How much of it is prejudice, hippie association, that sort of thing? How much might a rebranding effort affect their perception?

Groups are resistant to offers for help.

**How would we like the collaboration to look?**

Start by engaging in a conversation about what we can do  
Come to each other's events  
Promotion swaps

## **Strategies**

When one of us establishes a contact make sure we share that information, including what worked in making contact  
Framing us as being part of the same movement  
Broaden our scope of the kinds of groups we look to collaborate with  
Looking for things we can offer them

**Saturday 9am Notes (Facilitator Sky, note-taker Betsy)**

Someone emailed to nominate himself on the board; asked to attend by skype. Agreed that Marty would respond, declining his request at this time, due to challenges of juggling tasks and other skype users; invite him to participate in other ways as he is able.

## Development

Laird - reviewed priorities and targets for Aurora

Need to be able to import contacts into both databases; it's important that we capture updates for the admin database in (FoxPro) and for directory, and consider how to export from FoxPro and capture in the development database..

Membership Drive in June, targeting 3 events. She has draft text to use there.

New Money - house parties; Aurora is initiating, has a template; and one scheduled.

Cole was prior development assistant to Laird; Aurora will work with Laird until she replaces him.

Aurora and Laird will walk through the website and identify all the ways development can happen.

They have 20 hours of training/mind meld. We're on target.

Aurora reported on her process

Excellent training/mind meld; she is clear.

She's clocking 14 hours.

She framing things for how to make development and organization sustainable. As an ED in the past she did all the work. Her focus now is building capacity and leadership. Eventually this job will be full-time and she sees great potential to raise money and fund a full-time position. She currently is not in the position to put in full-time hours.

A lot of stuff is in place: cards, McCune's work.

Needing to work on: seeing members as fundraisers. House-parties model can be fun; they are the way. Even if they bomb financially, we still make relationships. One already scheduled in Washington, DC. She's talking about one in the Bay Area; Charlottesville; Ecovillage Ithaca, Boulder... These are for major donors.

She will set up meetings with foundations; research grant opportunities. We have people who want to volunteer to help. We can find grant writers among volunteers. For 14 hours per week, she can't write the grants as well. She wants a sustainable model, and won't put in tons of other hours. It will require us to be a partner in the process.

Other projects she's less sure about. Planned Giving, aging communitarianism.

Development is more than fundraising. Managing volunteers is another high skill she has and that's an arena she can take on: she's good at relationship building and plugging people in.

How do we ask for money? What is her strategy to engage current and previous donors?  
Ordinarily the director organizes the board to ask for money. She is fine doing the asks; but she wants to build a team that is comfortable doing that. Something to leave behind.

## **Board willingness to help with Development**

Finance reform - we organized a coalition to fundraise; all got money;  
Saw real advantage from getting a buzz in the movement, groups saw us as dance partners; we all got money. But, it will be hard to do both house parties and grants.

Laird's strength is personal rapport with major donors.

Are you working on relationships with organizations? How does that work?

Example of Carol and her Georgetown house party: the strategy is that Aurora is doing relationship building, asking her to host a house party and not just write a check.

So, we're moving away from a relationship to donors as only donors?

We're doing events that build members; that engage more people into the asking and the giving.

Let's focus on sustainable and resilient - we're moving beyond Laird's personal connections, but not ignoring relationships, we're expanding the connections and people who can relate.

We want board members to be comfortable with whatever level of participation in fundraising they take.

It has taken 2 years to get the idea of having a development director into having a person.  
We won't do collaborative fundraising for a while; we're not ready.

Laird is an asset. We hope he will continue.

Relationship building with foundations is key to getting grants; it's also personal connection with staff.

Betsy - House party not my comfort zone; now raises money through events where I tithe revenue to FIC. Feels better.

Chris - please cultivate current donors; why are we not writing grants?

Aurora and Laird have gone through the major donor list and identified folks who could be asked for more - for a house party.

Laird puts in 4 hours a month. asked 12 people about underwriting an issue of cmag. We're poised to do an ask about Allium purchase donations, current, now, buzz - targeted timely asks is part of the strategy.

Aurora - idea for raising some money to offset her salary -- to ask Ganas to cover her rent as their contribution to FIC. That would allow her to work more hours!!!! She is also their orientation manager.

Yes, Laird will speak to them.



Christopher would like to clarify what his role in this is? He was part of the job description, being part of finding candidates, hiring, and then out of the picture, no one responding to his emails. A donor's attitude is the key indicator to giving: 5 main drivers of donor behavior:

1. effectively communicating the goal

What is

(Other 4 are missing...)

How much is the board willing to take on? Aurora is happy with what folks have offered.

Betsy accepts fundraising responsibility, but prefers biz partnerships and approaching foundation/relationship building - I already promote and publicize at events I organize through EBCOHO.

Harvey - doesn't know rich folks, but for causes he cares about, he has raised money from his small town. Willing to write thank you notes. Angle through Oberlin College Student Coop Association - needs to happen in the fall though.

Marty - I don't know people with money; Willing to host an event; willing to participate in an event - DC, but not if others are already there. But I don't have contacts.

Laird - in fall, what is my role when I step down, will stay involved.

Aurora - the most powerful thing would be working together - my experience and your history.

Sky - shift as ED, will have to play a major role, major donors, presentations. As a board member, I don't have people with a lot of money, but can take on different roles.

Aurora - you and Christopher would be the face of reaching young people.

Remaining questions:

1. Need to address Biz Manager and ED's role in development?
2. What's the development committee's role?

Betsy raised issue of feedback; process

## **Development Committee:**

Aurora: It would be good to have a committee, but the concern from Aurora is that she could have 5 bosses and that would not work. Marty says the committee is advisory, it is a group for Advice and Help. Marty: Will the committee be working and doing stuff? So far, it has not been. Aurora says a committee will not function without a staff person pushing it and convening. Betsy says does this mean the committee is a work group? Betsy wants it to be a work group.

Sky: It's a work group and an active working committee with Aurora,

Laird says, he could be on the Fundraising, and Ma'ikwe also.

Goals are set for the Committee and timeline is good to have for Committee, targets and short term strategy, Ma'ikwe says to set down known tasks to make a timeline,

Development Committee is a working committee, Aurora will not be given tasks by committee. The ED will have a hand in the Dev Committee, The committee is designed to support Aurora as the development director. Aurora can pick who she wants to be on the committee and she can stop using it if it is not helpful to her.

## **Grants:**

Aurora's strengths are researching and networking. We need a team of writers. Aurora would manage the submission process. Grant writing can be a full time job and doesn't fit within the 14 hrs a week currently budgeted for DD.

Question of how much we want to go after grants. What do we want grants for? Grants for things we're already doing is one thing, for new programs is another.

Suggestion that we could get a grant for the Directory and that's the sort of thing that would work well.

We need to start getting into the grants game and it can take 2 to 4 years to get your first grant.

Big thing in the grant world is Capacity Building grants.

It's a struggle to get grants for things we're already doing. Expansion of programs or programs we've done in the past but aren't currently are more possible.

Critical for DD to give outline and spin for the grant writers to work with. DD will have to oversee this, do editing or overview. Delicacy of matching the foundation interests with our interests and making sure we're articulating that match well. Want to avoid doing a lot of extra work to make sure that the writers' work is saying what we want it to say. Question of standards of writing.

Aurora will start by looking into a few grant possibilities and look for writers and start small and simple.

In the world of philanthropy, 90% of donations come from individuals, 10% from foundations. Assertion that this should be a sideline rather than a main thrust of our fundraising efforts. Danger of going down the rabbit hole of grant writing with nothing to show for it. We want to pursue this and we're going to be selective and conscientious as we venture into this world.

**SATURDAY 3pm. – Closed session: report back** from Kozeny award committee: 2016 Kozeny Award to Alberto Ruz. See bio in committee reports.

Note - Other nominees are usually allowed to roll over but sponsors must submit materials or request reconsideration again. (not an automatic rollover) .

Results of closed session: Board Nominations Considered and Approved:

1. Janel Healy, works at Occidental Arts and Ecology and may continue to stay in the area. She did attend an FIC oversight committee meeting at Shannon.
2. Cynthia Tina, ED of Next Gen. Great to get more women on board.

Nominating Committee (marty/harvey) will send job description with expectations (3 year commitment; attending meetings, with no more than 2 absences in a row. )

## **Relationship between Board, ED, BM, DD, and other staff**

ED Role in the Organization: 3 main Staff positions can act as a team. ED, Development Director, Business Manager. Use consensus to act as a team, go to oversight if there is a strong disagreement,

There are 6 main positions that ED is responsible for,

Betsy says, these 3 positions should ultimately get hired and fired by the board if we want them to work as a team

Hiring Authority does not translate to lines of communications, these are different aspects.

There does not need to be a lot of board contact with the hiring process. Lots of lines of direct communications after hiring. ED can be in charge of hiring the other two key positions. Ma'ikwe wants ED to have hiring authority, but be a very collaborative person.

Marty: let's base our decision on what's best structurally and not on current personalities of the persons involved, Marty does not think that the board is overwhelmed by hiring, as Ma'ikwe has said.

Aurora says ED, Biz manager, and Dev. Director, should work cooperatively, and thinks ED should supervise others of the 3 people. And bring in a Mediator as needed.

Sky says he is comfortable making the decision with hiring and firing. If he was the ED, he would want to consult with parts of the organization before making any decision.

Betsy: suggest separating hiring/firing from other types of final authority for ED.

Protect the autonomy of the 3 key positions and let them be creative,

Ma'ikwe says we have done a lot with Laird, to create a structure that works for him and that is how FIC works now. Should we keep doing it if SKY is the ED?

What is the clear line of authority? We need clarity of which person you go to first; this is an ED role: it's a central person that connects the dots in the organization.

Harvey: Concern about lines of communication, top people will communicate with people that are considered to be their subordinates. He wants the ED to be Ex Officio member of Personnel Cmtee, meaning always on the Personnel committee. He does not want one person in charge of hiring and firing.

Chris: says staff works through him on management and communications.

Who Hires Minor Staff?

Who Hires Major Staff? Web, Development Director, Biz Manager, Cmag Editor

Process of Making those Decisions?

Amongst ED, DD, BM, is consensus required or is the ED the bottom Line?

Sky is fine with collaborative models and really likes those, he likes clear policy, in terms of intent,

What happens when DD,ED and Biz manager have a disagreement that is major, or what about having a minor disagreement, then the ED gets the final say?

biz manager, cmag editor, dd would be hired by the board.

Board member, ED, and biz manager would comprise the personnel committee.

Betsy - let's not create a board structure to serve a single personality if we are going to a 3-way leadership/ typical nonprofit structure. Ma'ikwe agreed this is her recommendation.

Liaison concept and personnel were created to relieve Laird, as ED, of some responsibility and to spread authority.

The question for the ED of when to consult is always present and needs consideration.

NASCO's experience has been that when collaboration breaks down without backup it can create serious problems.

Not consolidating power in a single person is not what we want.

The process leading to making a decision is separate from how a decision is made. We need to be specific about what we expect from people we hire.

We'd like to see the biz manager, ED, DD, be able to collaborate and reach a decision and consult with the board or oversight if they can't.

Or should the ED be the bottom line decision making?

Biz manager and DD would have a lot of autonomy.

Concentration of power can make it difficult to understand how to proceed.

If there is a conflict of interest between the DD and the Biz Manager how is that resolved?

One model is that the 3 work it out with each other.

If not there would be a protocol to use, such as consulting with the Board.

If the model is that the ED makes the decision and someone is not happy they can take it to a higher level.

We should establish a standard that the ED can not hire and fire the other two as an independent decision maker.

The board should be in the position of hiring/firing ED, DD, Biz Manager.

The ED can have lots of power making decisions and always have the option to consult on any issue with the board.

Each of the 3 would be able to make decisions on how to allocate their budget.

The board needs to be involved in hiring/firing of key staff.

ED, because s/he is explicitly involved in the over-all view of the org, can have a larger perspective than either the DD or biz manager.

As a general rule if there is a significant difference that cannot be resolved the board should be consulted.

Hiring/firing staff other than the 3:

cmag editor, directory manager, webmaster have been hired by the board.

Cmag editor should also be hired by the board.

Other staff -- operational staff -- are hired/fired by area managers with appropriate consultation.

This would do away with the personnel committee and the 4 positions would be hired by an ad hoc committee for each hire.

Personnel could still be needed for staff evaluation, create employment policy, compliance.

## **Executive Director Job Description**

The Fellowship for Intentional Community (FIC) Executive Director (ED) has the primary administrative position of leadership, authority, and responsibility within the organization. This is

a part-time position hired directly by the Board. Compensation will be \$8-10/hour, and is budgeted to average 20 hours/week.

Travel subsidies are also sometimes available for attending organizational meetings and events throughout the year. There is flexibility in how the time is organized, so long as the ED is able to perform tasks in a timely way, respectful of the need to collaborate with others.

The ED is expected to fully understand FIC's mission and program activities, and to be sensitive and attentive to its public face and ongoing relationships with partner organizations.

The primary purpose of this role is to work with the Development Director (DD), Business Manager, Board, Oversight Committee (OS), and other committees and staff to ensure that FIC is financially stable, is meeting program objectives, and is addressing emerging needs. The ED is expected to ensure that staff and constituents are aware of FIC's values and mission, and that objectives are fulfilled.

**The ED is responsible for:**

1. Drafting agendas for organizational meetings, OS conference calls, and OS interim meetings.
2. Making sure that Board topics have presenters, often filling that themselves.
3. Taking primary responsibility for inter-organizational relations.
4. Sharing responsibility with the Development Director, with a special emphasis on major donor cultivation and solicitation.
5. Authoring the Publisher's Note for *Communities Magazine*.
6. Authoring occasional blog posts, newsletters, position papers, social media posts, and columns in *Communities Magazine*.
7. Authoring obituaries and appreciations for movement luminaries, staff, or board members stepping down after long service.
8. Negotiating some contracts, partnerships, and FIC's presence at other org's events.
9. Taking the lead on identifying meeting sites, and exploring barter to reduce fees.
10. Monitoring morale among Staff and Board.
11. Being available to mediate internal FIC conflicts, possibly in collaboration with the Ministry Committee.
12. Identifying and cultivating Board & staff prospects (in collaboration with the Nominating Committee and the Personnel Committee).
13. Playing a strong role in crafting job descriptions, as well as in conducting job applicant interviews.

14. Taking primary responsibility for strategic thinking.
15. Being a member of the Oversight Committee.
16. Playing a central meet and greet role at FIC events.
17. Representing Community Bookstore at events, to the extent feasible.
18. Having primary responsibility for responding to media requests.
19. Handling inquiries that regular staff cannot.
20. Taking primary responsibility for fielding critical comments about FIC or communities listed in the Communities Directory.
21. Being conversant in the history of the organization.
22. Tracking task progress, troubleshooting as needed.
23. Making public presentations of the annual Kozeny Communitarian Award.
24. Playing “centerfield”—handling anything that comes to FIC for which there is not a natural home.

**Skills Wanted:**

1. Excellent relational skills
2. Articulate and concise as a writer
3. Self-discipline to complete work in a timely manner
4. Ability to gracefully shift focus to handle emerging needs
5. Ability to prioritize their work using the screens of urgency, impact, and uniqueness (only the ED can do)
6. Good at problem solving
7. Good at delegating
8. Good at developing staff capacity & morale
9. Able to deliver critical feedback in a timely, clear, yet gentle way
10. Comfortable as a public speaker
11. Presents well in public (appropriate dress and decorum) as well as in private (not stiff); puts people at ease in a variety of settings
12. Good listener
13. Ability to bridge between positions

**Major Goals for the ED for the first two years:**

1. Develop personal relationships with counterparts in sister orgs
2. Develops personal relationship with major donors to the extent possible
3. Becomes conversant in FIC history

4. Oversee the completion of the strategic planning process initiated in May 2015, including the development of specific strategies and implementation plans

**Broad Strokes:**

Primary Administrator

Primary Information Conduit between Board and Staff

A Major Public Figure of the Org

Major Role in Inter Org relations

Picking up Undesignated Responsibilities

Fostering Collaboration, Communication, and Team Building intra organizationally

**DO WE WANT SKY AS ED?**

Following discussion below, the Board approved to bring in Sky Blue (Twin Oaks) as new Executive Director over next 7 months; funding for position to start in 2016. One abstention (Lincoln).

No reservations concerning bringing Sky on as ED are surfacing.

Concerns about the process of hiring are raised as to whether there was appropriate notification to the board of whether this decision was to be on this meeting's agenda.

When do we want the hire to be effective?

The single source hire is brought into question.

As a general rule, it serves the board of a non-profit better to have more robust sources of choice.

Timing of the creation and publication of the agenda is questioned as it makes it difficult for folks to plan their attendance at the meetings.

ED Transition:

FEC will subsidize Sky until October. Laird will train by phone. Perhaps in person in NC

Budget Adjustments:

Travel/Mtg subsidies.

Travel subsidies are a major consideration for Sky and Janel. It continues to be an issue. I think we make this a priority. It will take time. Laird: Do we provide seed money to an event or do we provide travel subsidies.

Normally the ED is left off the FIC Board list. We need to figure out a point in time when Sky makes the switch, officially off the board to being ED.



Print Directory; Chris has put together spreadsheets of costs, still under \$3000. Part of the funding was for Chris Deerheart to clean things up. We need to contact everyone, correct information, update, encourage them to move into the appropriate category, do the badge as a membership benefit. Put together a schedule. Get an idea of the timeline. Pitch for a crowdfunding campaign. Run it through board or oversight. Who will edit it?

Pavan will do the downloading and formatting from the web,

Chris: We will be crowdfunding for all of the production costs. We will need to distinguish between pre-selling and crowdfunding.

Chris Deerheart will massage the data into book form, clear out dead wood.

Chris Roth will be the Editor

Yulia will do the cover, layout etc.

Map task is still not assigned.

Laird: I like the added bonus of cleaning up the directory even if the print directory is not produced.

Chris: This is a lower funding target that seems achievable. Use crowdfunding to sell books and fundraise. We may sell 200 to 300 books. Printing costs including shipping is \$7.

Chris is looking for a go ahead. Laird is generally good. We need to get Chris Deerheart to get the directory cleaned up. Chris can help find volunteers and manage them. Sky is willing to help with crowdfunding and oversight of the book process.

Is there a better use of crowd funding for FIC? Chris: We have lower costs and more market place and there is a demand. It is reinforcing our core asset. We know it works. We won't just make the same directory. There will be a few pages on worker cooperatives and other related resources.

Membership Enhancement:

Working group on membership enhancement. What are the membership benefits? 10% discounts on books, events, and other purchases. Possibilities for membership benefits: complementary digital products, highlighted in the directory, offering webinars, 10% off events in exchange for robust promotion, free consultation 4 hours a year, discount on products and services from member community, FIC couch surfing, SWAG with logo that makes us think about community. Who does the work? Designate Sky, Aurora and Chris. Some of these require active management.

Membership: "Your dollars support the work" and then follow this with membership benefits. Survey of members of what they want? We have done surveys but not for a long time.

Allium: Process hoops have been cleared. There are further discussions about abiding by the covenants. Needed to make adjustments for FIC not being a person. Moving sale, fundraising pitch have been on hold to clear up these details. \$210 loan, rent and fees. \$50 per month? Ask Alyson since FIC raised \$12,000 for the DR community center project, could we have that as a

credit? Maikwe: those are different entities involved. DR is struggling with debt for a building it did not build. We agreed on the strategy. At this point there is no plan to build a building, and it needs to repay loans it took out that were used to pay for planning, etc. DR needs to figure out what it is doing. Are we dealing with the money raised properly? FIC will need to go back and check with their donors? Are we concerned with leaving our donors in the dark? There is history here with this project with decisions changing. No push back from donors yet.

Directory Categories:

Established

Forming and Reforming

Not a community or near community; for example, in housing development or organizations.

DEAD or non responsive.

Criteria;

Coherent mission statement

5 plus adults in the group; in existence for 2 years or more.

Members regularly associate with each other in celebration and or exploration of common value.

Sky: Process for becoming a member? Harvey: Membership defined?

Harvey: reduce to 4 adults. Board okayed this. Maikwe: Churches meet this criteria. Okay as long as they self define as intentional community.

Not a community but want to be listed: we charge a fee for this.

Dead category: you can opt in or if non-responsive. Need to verify and respond to inquiry from us. NO response from 30 day notice to update, and again after second 30 days and after 14 days. At that point Chris will call. Then he sends a letter and pulls them down. 6 months vs. 12 months? Should we have established cmties or forming cmties have different timelines? All will have a 12 month timeline. You must actively check the box that says verify? We never dump data. We may not see it?

We want a response rate rating. Go through us to the community. We will collect response percentage ratings so that there is a feedback loop. If you are in the directory you have made a commitment to respond. If something is wrong about this contact us?

Maikwe: Response is routed through our community. All they have to do is hit reply and it goes through our community. We may have more bugs to work out.

Sky: another metric: How complete is your listing?

This is a feedback loop as long as they are doing their annuals

Advanced searches would be useful? Chris; sure we can add stuff in there.

# Evaluations

## WE NEED CHANGE:

Printing out materials

Agenda earlier

Updated agenda

Better visuals

Food expense

Unknown printing facilities

More support for site liaison, Not having this resulted in problems in timing and miscommunications.

Remote participant shepherd

Some inquired and did not get timely response or no response at all.

Vague directions

## WE DID WELL:

Timely work on tensions

Discerning how far we needed to go

Good reports (written and spoken)

Key staff in room

Aurora's participation

sign, facilitation from new sources

Shared note taking

Good space

Accommodations

Great Food

Supporting bd members in their requests

All bd members were present

good progress in strategic planning

Good progress on projects

Jeff Grossberg and Bill Becker

There was a real spirit of wanting to hear people's perspective/complaints.

Old faces

## Closing ceremony:

Barbara and Brian's beads. Colorful, carried it for a day. Brian glad to have us here.

Involvement is limited and was happy to be asked to host us. Bead passed around.

Harvey/Linda were pleased and relieved. Laird: Ocean to have here in the mountains. bridge a large continent. So much of what you get is perspective. Bridge between perspectives. Sky,

first 13 years FIC as important and a bit stodgy. A year and half ago Ma'ikwe and Laird

recruited me. Being invited to stir things up was a blessing. He has been training his whole life for this job. It will focus and shift the direction of his life and he is excited about that. Marty: We

are in the middle of a big organizational transition. Starting with Christopher. Muted the phone

and said we want this guy. Transition happening fast and happening slow. Big change and going relatively smoothly. Bringing in the future. We were floundering and now we are bringing in new people. Aurora: Got to see us "walk the talk."

Queen of Wands reversed: you have reached a high level of self respect and self assurance. People appreciate who you are.