

# FELLOWSHIP FOR INTENTIONAL COMMUNITY

MINUTES OF THE  
FALL 1997 ORGANIZATIONAL MEETING AT

# SUNRISE RANCH

LOVELAND, COLORADO, USA

NOVEMBER 17-20, 1997

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## FIC ORGANIZATIONAL MEETING • SUNRISE, FALL 1997

**F = Facilitator, R = Recorder**

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

Board members: Harvey Baker, Tree Bressen, Jillian Downey, Caroline Estes, Geoph Kozeny, Elph Morgan, Tony Sirna, Ira Wallace.

(Board members absent: Paul Delapa, Betty Didcoct.)

Others: Bill Becker (Treasurer), Nina Bindi, Diana Christian, Patricia Diehl, Jeff Grossberg, Brad Jarvis, Marty Klaif, Elke Lerman, Diana Malsky, Alex McGee, Michael McIntyre, Dan Questenberry, Marni Rachmiel, BL Robertson, Laird Schaub (Secretary), Loren Schein, Miaya Sustaita, Jenny Upton.

**SESSION #1 • Monday, November 17, 1997 • 9:00am**

F: Alex, R: Marni

Tarot card: The Hierophant

Last organizational meeting focused on finance, vision and restructuring; this meeting will continue on those themes.

Approval of agenda, with the understanding that Agenda Cmtee will update as needed.

### **MINISTRY** (Caroline)

Within Human Resource cluster is Ministry, to look after internal needs of group caring for each other. Cmtee has never been struck or named. We need this now due to recent and historical experiences. AC tried to do it, but had never been instructed by bd to do it, so it didn't really work, yet there was the need. Exec Cmtee recently had to step in to try to deal with interpersonal stuff, but it didn't go easily. It's a crucial cmtee, for an interconnected/interwoven group like this, we need to pay attention to our relationships.

What focus do we want to offer this cmtee in order to move forward? This is to set the tone as opposed to specifics, more to set the container in which the Ministry Cmtee will operate.

We'll have discussion, then ask for volunteers. Looking for maybe 5 people, Personnel Cmtee will consider.

Q—How to distinguish between Ministry Cmtee and Health & Wellness Cmtee? Ministry is more to handle sensitive subjects, interpersonal; H & W is more proactive for in-meeting health, e.g. group massage break.

### **Discussion:**

Ministry Cmtee needs to keep in mind that different people prefer to receive feedback in different ways, set about learning more about this for each person involved. We as a group are committed to awareness and engagement with emotions; we recognize emotions as an important part of content. Anger may be seen as a request for change.

Email is a different way of relating, one we are new at. This mode of communication is a tube, and not everything fits through undistorted, especially emotions. It would be good if we learned more skills in this area, possibility of developing explicit email etiquette. Other groups, such as Eco-Balance list, have already created such tools that might be helpful. People can try waiting a day and re-reading a message before sending it. Also, particularly if an issue has already gotten hot, it may be more appropriate to call participants on the phone than to use email in efforts to de-escalate.

Logistics unclear, sometimes others might not be aware of a problem. If someone is aware they might be sending a charged message, or if someone receives one, they could invite in Ministry Cmtee.

Using "I statements" is helpful but does not necessarily mean the communication is non-aggressive.

**AGREEMENT:** We strive for balance between reacting each time we have feelings and reacting when feelings are significant. We understand that communicating anger non-aggressively when we have it will make things more clear and efficient at the time, and that it's easier said than done. We commit to trying to do this.

**TASK:** Ministry Cmtee communicate this dialogue to other interested parties, board members, imps.

Ministry Cmtee and others trying to help in this area need to be sensitive, asking for information, non-judgmental.

**AGREEMENT:** Everyone shares in watching the process and asking clarifying questions. When intervention seems called for, invite Ministry Cmtee to help.

When working well, Ministry Cmtee will deal with things that not everyone will know. That's one of the reasons to have a Ministry Cmtee, so people who might be cautious about involving others in their issues will feel safe going to Ministry Cmtee. If you see something and refer it to Ministry, you may never hear about it again, because to work on it respectfully requires privacy, it may just be something personal. Need to be aware so we don't think Ministry Cmtee is operating behind people's backs. This is one of the more delicate, sensitive areas of this Cmtee. There's enough to deal with, without having to explain it to the whole group if that's not appropriate.

All doors into ministry are open; ministry discerns what is open/closed as to which doors should be open coming out of ministry Cmtee.

**AGREEMENT:** We support Ministry Cmtee on handling confidential issues and trust them to do it well, in private if need be. If someone refers an issue to Ministry Cmtee, co might ask the cmtee later whether or not it has been handled, and the cmtee will answer that question, even if it needs to avoid going into detail in order to respect confidentiality.

**AGREEMENT:** We all agree to try to receive any offered help from Ministry Cmtee with an open spirit.

**AGREEMENT:** In first year, we want Ministry Cmtee to be proactive, we understand it's on a learning curve, and we may have different guidance for it later on.

Q—When is it appropriate for someone not on Ministry Cmtee to be involved in helping ease a conflict? This varies—be sensitive. Let Ministry Cmtee know what's happening. Serve as good listener for one or more parties to discharge or think things through if they're not ready to talk about it with the other person yet. If you're already involved and can act supportively, fine. If your offer of help is not accepted, back out and let Ministry Cmtee handle it.

Issues to return to:

1. What if someone refuses to engage with Ministry or feels the cmtee is acting inappropriately?

2. Ministry Cmtee should find out about people's individual preferences as to how to be engaged with.
3. How do we educate new people coming into the organization about our culture?

**FINANCE I** (Tony)

Packet distributed (Finance Packet = Appendix A)

Clarifications of p. A3:

General

Gross income, gross expenses of each category. Net figures at bottom. Other pages give more detail in each category.

"1997 Budget" line is from approved at Edenvale.

"Overall 1997 Projected" is what we expect to be actual spending, numbers include 3rd quarter actuals plus projections from 4th quarter projections. A few holes, e.g. Affinity numbers not in yet, but have basic numbers from Sandhill & Twin Oaks offices.

Dir sales have been slower than expected.

Web Weavers bring in ~\$1000/year, but is held aside for equipment and web site development, so shows up as 0 in these numbers.

Affinity is estimate.

Auction was at Twin Oaks Cmities Conference.

Org. Mtgs. are not making money.

"Other income" includes T-shirts, audio tapes, other small income areas.

Overall projected does not show income for Art of Cmty, but will add in. Even though a few Art of Cmty expenses are already included.

Expenses

CMag includes their share of office expenses: copies, phone, postage, order fulfillment at TO, etc.

Dir also includes their estimated share of office expenses, based on new formula.

Membership also uses formula.

Office refers to office expenses not included elsewhere: admin salary, org Mtg mailings, answering inquiries, other overhead.

Travel includes subsidies for getting to Org Mtgs.

More General

Trying to figure out profit/loss for each project, as well as general office overhead costs.

Some category changes reflected, overall expenses is very close to Edenvale budget.

Explanation of "Cost of Goods" accrual system, using example of Dir financing (listed on p. 3 under "Non Cash Expenses"):

Buy Dir's in '96, but no income until '97, makes '96 numbers look worse, and '97 numbers look better. An alternative way to do the bookkeeping is to account for each book as it is sold. Attribute cost of goods across time. This is a different way to represent what happens, also accurate.

\$11,364 is not a cash expense this year, rather, it was spent before.

Is \$11,364 also included in expenses above? Yes.

Does \$11,364 go to pay PEACH loan? Not at this time; it is being used to pay other operating expenses.

Cost of Goods allows us to be more focused on the fact that other income coming in is already slotted, brings awareness to issue.

This statement based on "accrual" accounting, does not reflect cash in/cash out of our bank balance. Another example is depreciation, does not show up as cash in/cash out.

\$11,364 has not disappeared, is theoretically sitting in our bank account waiting to be spent on PEACH loan or other expenses.

\$9,289 loss shows that we don't have money to pay for everything, need to make choices about what to pay first.

Loss \$9,289 subtracted from Non-Cash Expenses \$15,968 equals \$6,680. That money is available to pay PEACH loan or interest, but we already agreed at Edenvale to pay labor debt to Sandhill or TO before paying off loans.

Cash flow this year has been pretty good. Stayed current with labor payments. However, when looked at through accrual method, we are not making money this year, not paying off real costs of PEACH loan. Rather, converted inventory of Dir's to current expenses.

We also have other assets & liabilities out there. Don't know what we owe besides labor debt & PEACH loan. Most outstanding labor debt is Dir related, as is PEACH loan.

TO & SH debt has different numbers in budget vs. projected. If we took \$6,680 and applied to labor debt, debt remaining would be \$7,920.

Another way to conceptualize it is that we've been losing money all along and not showing it on the books.

On old system we'd have shown huge loss in '96 and small (\$2000) profit in '97, but this system is a better way to plan year to year.

Finance Cmtee is in agreement about accuracy of this picture, though still some confusion.

Disagreement about how much to apportion to Dir vs. CMag vs. other categories, but Finance Cmtee is in agreement about total expenses and income.

PEACH debt total not listed here.

Interest rate is 8%, compounded monthly.

Balance sheet is in this packet, includes info on PEACH & other stuff.

Summaries of Conclusions (p. A2):

1. ~\$15,000 loss per year 1995-1998. FIC is not bringing in enough money.
2. Keeping current on labor payments this year (not including extra income from Art of Cmty). Cash flow this year is better than before.
3. If Art of Cmty nets \$7,500 as projected, we'll be able to pay \$9-12,000 labor debt to SH & TO. Means not paying off PEACH loan this year.

Dir Proposal (p. A15):

Proposal is from Dir Team (Elph & Jillian) and Finance Cmtee (Laird, Bill, Geoph, Tony, Velma).

Work begins in 1998, Dir 3 available for sale March 2000.

Print 2.3 ~mid-1999 if needed.

1st point: Borrow ~\$110,000 to create Dir 3, possibly a little more if we print a 2.3.

3rd point: imp level, probably not bd-level decision, butimps may not be able to agree.

If separate out Dir costs, might transfer a certain amount for every book sold out of Dir account and into office and other operating accts.

Fulfillment costs includes a percentage of costs for maintaining database.

Q—How are you accounting for time spent? Person sits in office, spends some time doing Dir, some time doing other stuff. . . . Answer: accounting not done per item now. Ira: Big chunk of time needed for Dir. Time accounting pretty fuzzy at this time, needs more clarification over time.

Projections for future (p. A3):

4-year projections extrapolate as best we can, IF we didn't change anything.

Dir 2.2 income goes down, drops off in early 2000, because we run out.

Future Dir accounting not shown here because it will be separated out in future, starting with 2.3 and continuing with 3.1, Dir pays its way but does not add income to general operations. Therefore bottom lines of income drop steadily, while expenses don't drop as much. CMag is losing \$14,000/year. Office expenses ~\$20,000/year, flat.

Other income, e.g. membership, but doesn't make up shortfall.

In 1998 we need to earn an extra ~\$15,000 to pay off PEACH loan interest.

Future years we need to earn \$30-35,000 extra/year to stay in black.

That doesn't even include paying off PEACH principal.

If we want to continue to do CMag and other office functions, we need to raise income substantially.

Assumptions here include taking Dir out as if it's a separate business, not supporting organization as a whole.

Debts

Org. debts include: PEACH, TO & SH labor, Geoph & Dan.

Page A14, balance sheet: pre-1997 labor debt includes TO, SH, Alpha, Geoph & Dan. \$24,000 in addition to PEACH. Alpha debt may balance out, it's only \$1000 anyhow. \$60,000 PEACH debt at end of 1997. Geoph & Dan have agreed not to call their debts in, slowly taking them in Dir's and so on.

PEACH loan allowed to be called in by FEC if they have a need? Laird: Unspecified. Non-performance of this loan for FEC does not jeopardize ability of PEACH to do what it was designed to do.

Summary: we need more money!

Need to bring in more money long-term.

Page A2, point 4: if all profit/loss numbers were brought up to zero, that would include having \$27,000, which could be applied to debt.

Please come forward with other ideas for raising more income!

Historically we were tentative about moving into magazine publication, because we knew it had drained Dir before. Started with only 1 issue/year. Assumption that we are wedded to magazine, but we never formally agreed to that.

General acclaim for big step forward in getting better finance info, thanks very much to Tony, Elph, Velma, Laird, Bill.

Balance Sheet

Page A14, balance sheet:

As of end of 3rd qtr, based on our accounting software, counting inventory, etc.

2nd column is projection, though reality might be slightly different.

Receivables have risen ~\$20,000. Cmag numbers a little soft, could go down ~\$2,000. Could be doing better at turning Retail numbers into cash.

250 Dir's still owed for, from back when we sold on our own credit, now because of credit cards we're way more efficient.

**SESSION #3 • Monday, November 17, 1997 • 4:00pm**

F: Tree, R: Geoph

### **SITE COMMITTEE** (Elph)

We try to get our sites lined up a year ahead of time, but this time we do not have anything in place. The Exec Cmtee proposes we hold the spring '98 mtg on the East Coast, and also proposes an Ad Hoc Cmtee: Ira, Dan Q, Jeff G, and Geoph to do work during this meeting.

The intention is to create a standing cmtee, but Personnel needs to work on filling that.

**TASK:** Ad Hoc Cmtee will report back on Thurs afternoon (taking into consideration what is said in the next two topics).

By the end of this Org mtg we need to have a permanent Site Cmtee in place.

**AGREED:** We will hold our spring '98 mtg on the East Coast, sited by an Ad Hoc Cmtee of Ira, Dan Q, Jeff G, and Geoph.

**TASK:** Personnel Cmtee will present an "official" Site Cmtee for approval before the end of this org Mtg

### **ART OF COMMUNITY** (Alex)

[See handout in Appendix C.]

Discussion on whether or not to continue holding Art of Cmty regional conference events.

Last spring the reason for not having a regional conference near Edenvale was the lack of human resources, but since Alex is willing to give it another go, the possibility is exciting. There is an obvious need and a lot of prospective benefits.

Isn't it a little premature to decide . . . the conference isn't until next weekend, and we don't know how it will turn out. If we go ahead, we need to put more energy out to encourage new people to participate rather than to discourage them. (Loren felt his involvement was discouraged this time.)

#### Numbers

Q—Are we thinking of the same order of magnitude (as this coming Art of Cmty weekend) for future events, or are the attendance numbers expandable?

200 participants would be okay, maybe up to 300, but we would need much stronger support from the org to go for higher numbers than that.

#### Timing

Support for doing Art of Cmty again, but want to consider doing it before the Org Mtg rather than after, so folks inspired by the event could stay over for all or part of the Org Mtg.

There is always a dance about how long we stay at a place, which adds to the financial pressures, and we also need to find time to prepare for the Org Mtg.

Alex: Really thinks the event should be after the Org Mtg, because that way she has a week ahead of the event to settle in and do logistics.

We could poll the A of C participants to see if they would stick around a day or two after the conference for an Org Mtg.

### Site

Valerie and Ira have the idea to do an event at Twin Oaks (in the TO style) in the spring to benefit the FIC. They have held two conferences in the past (spring and fall) and had equally good participation both times. Costs were lower because they could double up on the PR work, some of the organizing, etc. It's another way to easily bring in another \$5000-\$7000. Proposes holding it on Memorial Day weekend, and it would require that a half dozen folks from FIC would need to pitch in, coming about one week before the event.

Ganas: Ira talked to Ganas about their openness to hosting some kind of a retreat, and they are open to the idea (although the TO idea seems like less work). Ganas would have indoor and camping options available, and would be a good idea for the future. Elke: Ganas has greatly expanded their facilities, and can now legally have camping.

Jeff G: Talked of possibilities with Omega, where we wouldn't be responsible for housing or feeding attendees. We might develop a program we could take around the country, and market these events as a package. Don't yet know if we could pull that off. Still need to get more info, e.g., Omega is a possible site, but we don't know their schedule and possibilities, and late fall they are not open for business.

Alex: Likes Ira's idea, and notes that it would be good to alternate event sites between fancy/primitive facilities and upscale/cheap fee levels.

Ira: The two ideas are not mutually exclusive. In '74 we had 4 conferences, and all were well attended. It would be especially good to also look at having one in New England, if we could secure an indoor facility for the fall.

Could we coordinate the Org Mtg with the TO conference?

**AGREED:** We will host a conference in the spring on the East Coast.

Moving through regions is desirable, but not consuming. Likewise having different facilities is compelling (addresses our financial need and our mission) and might override other considerations so that we decide to go out of sequence.

Development & Vision Cmtees will be presenting a proposal that might also affect the site of the fall meeting.

**AGREED:** Regional rotation is a strong consideration for site of the fall meeting, but not an overriding factor.

Advantages to TO site: TO is offering a financial opportunity, and FIC should make that a priority and go for it. If we need to prioritize these choices, we'd be best to take the one that is more financially effective for the organization. TO has a certain build-up effect that we can tie into, and there is more of a risk of doing a similar event at Omega.

Omega could bring in the same amount of money with 100 participants as a conf at TO with 200 participants. (Ira outlined details of the TO offer.)

Really likes the balance of scale and accommodations, going to Sunrise, then TO, then Omega.

**AGREED:** We will hold the spring conf at Twin Oaks unless a better deal manifests.

Shop around for other deals?

We need to determine the fall site in next 2-3 months, at the latest.

### Scope & Budget

We have in the past had enthusiasm from Ira and Velma to do organizing work for a national gathering.

Q—Does A of C preclude having another nationwide gathering?

This smaller gathering will give our potential organizers a lot more experience to prepare them for a larger future gathering.

If this one goes well, we should announce to these participants that the spring one will be happening.

If the same marketing is done as this time (i.e., placing an ad in CMag) then there is a national scope already, no matter what we call it. Big question is what are the finances we'll have available for promoting it. Not into putting out a lot of money to do further national advertising if already covered by CMag and regional networking

Handle much of it the way we did here, only get started sooner. We should mail only regionally for cold mailings. We can also stuff a conference flyer into every response we send out, and continue to get the word out to the FIC membership.

Also cheap: piggyback with FEC mailings, do outreach on the Internet earlier. Do the things that are cheap!

How much do we want to pay the staff? (May not be able to get FEC and TO staff funding again.)

If only a budget question, not a philosophical question, leave it to the org cmtee in consultation with the Finance Cmtee.

**AGREED:** The organizing cmtee will consult with the Finance Cmtee in creating a budget for moving ahead with this project.

### How many events

Support for holding several conferences, at varied sites, including west coast.

Conceivable that Alex could coordinate one in New England while Ira and Valerie coordinate one at Twin Oaks.

Concern that having more than one would be asking a lot of bd members, by extending the amount of time they'd be needed as presenters at multiple sites.

Ira: Alex did great on the upcoming event, and could do greater next time if she can accept more help. If we did one, at a location with indoor accommodations and camping, with variable fee options, with 200 folks, we'd make a bunch of money.

Proposal: have a spring conference at Twin Oaks on Memorial Day weekend, and a second in the fall in New England (a more upscale event in New England). In that case there would still be a fall communities conf at TO, but it wouldn't be the FIC conf. Costs of all three would be split between TO and FIC.

Alex is presently the key pin in organizing A of C events . . . what schedule/pace is she looking at?

Alex: Not clear right now.

### Organizing Structure

Caroline: This falls within the restructuring design we're already working on. Creating this under the Events cluster would be moving forward with our R/S implementation plan. This is an operating

procedure, not a board policy decision. An interim program budget would need to be included in the organizational budget we approve later this week.

**AGREED:** to constitute the Events Cluster, including the Gatherings Committee, staffed through the Personnel Cmtee. The suggested candidates will be brought back for approval later this week.

Names self-volunteered for consideration: Alex, Laird, Ira, Elke

**TASK:** Personnel will come up with a recommendation that the bd will consider later this week.

**TASK:** All are asked to make known to the Gatherings Cmtee their interest in being a presenter or imp at next year's conferences.

### **NEW ENERGY FOR FIC (Laird)**

1) We've gone through a lot of evolution in the nature of our mtgs over the past several years, and now we have added a full-fledged conference. Our "organizational mtgs" now have a relatively small number of new people with whom we interface and do recruitment. With this financially profitable separation of events, we may lose some of that interactive quality that we previously had.

2) If we shift sites between events (holding the conf at TO, then the Org Mtg at Shannon), we would lose some people due to the move.

3) Concern that over the years, our costs have gone up, and are no longer affordable for some interested potential participants.

FEC folks have been discussing these things . . . as more folks have been getting involved and the costs have climbed, higher fees have become an issue. Also there are other FEC folks who would come if there were more funds available. Some folks have more time but less money.

Others might also have financial challenges, but FEC puts a lot of funds into FIC as outright donations that could be transferred into travel funds. Some folks who have more money than time disregard sites that are not upscale (or at least middle class).

We need a system or packet for clarity about integrating newcomers. As a newcomer, Bindi has relied on her own guts and energy to try to figure it out this time.

Jeff G: This touches a very profound issue for us: money and new energy. We see our "family" twice a year, and are struggling to get by. More often "out there" organizations create local cmtees where people get more and more involved, then draws them into the board or clusters (not everyone needs to go to the organizational meetings). The way we've worked to this point is valuable, but shifts will be impacted by how we see ourselves as an org. We need to look at these issues in those terms.

Financial concerns also apply to non-FEC folks.

FEC has been donating \$1000/yr to support Dir distribution to libraries at the Institutional rate, but wants to consider buying at the wholesale rate and using the difference to subsidize travel expenses.

Tony: A shift of FEC money is fine with me if it enables more participation, but that doesn't address the general concern of low-income people.

Since TO's population is now down, we could have an inexpensive meeting there, and take donations at that gathering to help subsidize folks from FEC coming to our following meeting. Suggests this as a one-time stop-gap measure.

TO also just got a hot tub—it's a sign!

Have done some experimenting with travel subsidies and support for staff at various mtg sites, and are still struggling to balance our budget. Once we generate some surplus, we could look at a % subsidy for low income folks that wouldn't tie us into low-cost sites.

Caroline: The underlying policy question Jeff G mentioned is not on the agenda, and it is a biggie. Betty should be here for that discussion: how we see ourselves, how we operate, etc.

**FREEZER:** Conversation about how to integrate new people into our work. In traditional organizations, people start with local activity, then over time become drawn into national work. Do we want to move in that direction? How best to bring in new folks?

Consider having our cmtees attempt to recruit folks between org mtgs.

Inreach Cmtee was designed to serve this function, and it could use more energy. That cmtee should also be active during the A of C, but Dan and Jenny will be gone.

Alex has talked about this with Ira, who will be doing some of this inreach work at the conference. At the previous TO conference we set up an FIC table, and a number of folks came by to chat. A lot of good conversation happened.

Bindi: Is it appropriate at this point for me to become a part of cmtees? Interested in promoting an event on the West Coast. [Yes, as an imp.]

**SESSION #4 • Tuesday, November 18, 1997 • 9:00am**

F: Caroline, R: Tony

## **VISION REPORT AND PROPOSAL** (Jeff)

### Review of Visioning Process

What we've done and where we came to. Why is it relevant for us to examine our vision? It forms basis of extraordinary human effort. Provides context for decisions. Shared vision creates cohesion teamwork and community. Lays groundwork to evolve past dependence on few key individuals.

Vision - Personal/Shared. Core Beliefs & values, basic assumptions underlying purpose. Principles of behavior. Purpose, reason for being never reached. Clarify, communicate. Where we want to get to.

Strategy - how are we going to get there. Reasonable, flexible. Plan - workable, sound, business-like.

Fundraising - Focus on vision. Having clear strong vision and sharing that with others. Get them involved and connected. That's how money comes. Process must have integrity. Fund ourselves and hold to our values.

Visioning & Planning - Balance big dreams and sustainability. Realistic - practical and grounded. Appropriate methodology, flexible, complex. Keep current - vision is an ongoing process, not a product. Deep in our hearts, not just a statement. Learning process.

Vision statement from Edenvale with slight modifications: "We envision a world where community is available, understood, appreciated and supported for all people who desire it and where the skills, structures and wisdom of community are recognized as basic building blocks of a just and sustainable culture."

Report on Development and Vision Committee Meeting: Visioning Meeting Proposal

We met and decided that it was important to bring others into our visioning process. Bring in leaders of community movement to help us in this process. Get input for our thinking. People may become more involved, become resources for the organization.

Proposal - Meet with leaders of IC movement for input into our vision process. Fundraise to cover costs. Timing approximately 9 months from now. Followed by Fall '98 Org meeting focusing on vision and long-term planning.

What do we mean by leaders of IC movement? People who have been in IC movement for a long time and have worked on an organizational level. People who have worked outside of their home community, written, spoken about community, etc. Open definition.

Looking at possible 25-50 people at this event. 2-3 day event, probably a weekend.

FIC hasn't had the best relationship with some of these leaders. Have we looked at rebuilding ties with these people? Looked at this factor in making our list. Want the potential for engagement with people. That's a factor as well as the personality, other skills, etc. We do want to broaden our base.

What are the "other potential benefits"? Bringing in new energy, both for vision, and for organizational work and connections. Potentially crucial in our fundraising efforts. People have resources and contacts that could help in fundraising. If they become aligned with what we are doing this could help. Give us a better "representation" of IC's and the IC movement. Are we on track for what others in this movement want. Benefit in finding possible inroads to the wider culture. Group could end up doing work outside of the FIC, which would help movement. Sense that this is something that the movement needs, outside of the FIC's visioning process.

What are the potential negatives? Could profoundly change our organizational structure and community of board and imps. If we invite people to give input and don't accept it that could be bad. If we accept too much and aren't ready to change then that could be hard too. This will take resources for an uncertain outcome. Human energy, money, time, etc. Nervous about limited participation, could hurt a lot of people's feelings. Touchy, sensitive decisions to make. Fundraising: raising money for this could conflict with raising money for other needs, even though long term it could help.

Is this dependent on the funding? If there isn't funding will it be shut down? We planned to cover people's expenses, but if there is less funding we could do it differently, ask people to pay their own way.

Embracing the challenge of dealing with people that might be non-harmonious. Could be good for the org.

Maybe it should be "IC leaders" rather than leaders of IC movement. Lots of people out there as leaders of their own thing, even if not part of the movement. Takes a lot of time to build trust among these people. Also could be a challenge to our egalitarian values. Could take a lot of "getting to know you" time before we got anything productive out of this.

The meeting itself would be a profound process. Outside facilitation. Processing time to deal with some of these issues.

Thought was that we are looking more at movement leaders than community leaders, e.g. Albert Bates rather than Stephen Gaskin. People who work outside of their community.

Focusing on our vision may seem a little too spotlighting on us. Maybe frame it more as a constitutional convention for the movement.

Bring people more for "what do you see as needs for the movement?" more than "what should the FIC do?" Lets get more info before we move our vision to a more finished place.

Doing the fundraising for this event could give us good experience. Easier to fundraise the second time. Who will be doing this? Hard to look at this without thinking implementation. Will this take away too much energy from the rest of org?

Maybe this is more on the scale of A of C than the Celebration. More personal relationship building than A of C. Less logistical concerns than celebration. Fundraising could be a serious effort. Surge of initiative over a few months by a cadre of people. Would take a chunk of time during the next few months by 2-4 people to raise the money. Jeff would focus energy on this project. It is what motivates him, where he has skills. Betty might also be interested in this kind of work.

Seems potentially very exciting - more than just something that will come back to the board. Something that would stand on its own, free standing.

This could be an opportunity for Jeff to mentor people in fundraising so they could be long term fundraisers for this org.

Hard to imagine what would happen at this meeting. We certainly wouldn't tell them how to proceed.

Very supportive of this idea, like that it is multi-layered, serves many purposes, permacultural. Like that the cmtee has come with a lot of thought on this. Like that it is self contained funding wise.

Like the idea of getting more connected with the movement, broader base, etc. Nervousness about it being elitist - limited number of people. Benefits of small focused group, but worried about it. Should we be bringing in new leaders and not just honoring existing ones.

Great idea - Concerns of how it fits into our other activities. Financially, energetically etc.

Great. Lets make big changes in the world. Concerns about quick change in our organization. Could be growth but could be changes in directions we don't want.

This would be different for this org, especially around openness. Could build some bridges while eroding others. Should be significant thought to how this will affect our connections with others.

Strain in the org around our debt. But I feel like we are coming to grips with the debt. Feel like we need to move forward even while we are dealing with past stuff. Don't want to focus too much inwardly. Feels like this is a good forward moving step toward interface with the wider culture. Feels like the excitement of the Celebration and the Directory. Fundamentally powerful event. Exciting and scary. Wouldn't be exciting if it weren't scary.

This wouldn't be the only input into the visioning process. Could also get input from more communitarians. Regional stuff, etc.

Very good that we hold the concerns of elitism and organizational change. But these shouldn't hold us back from making change. Don't think we'll be wearing suits to the next board meeting. But maybe we would talk to a banker. Maybe this meeting will be different but doesn't mean all of our events need to be different.

Seems less elitist since it is for movement leaders instead of IC leaders. Selecting people who are part of that sense of a movement. Intentional and targeted but not really elitist.

Why in this format as opposed to more open, or larger, etc.?

Want people who have already thought of these subjects. Movement leaders who have already examined these issues at some level.

Mindset of these types of people - Busy people, with little time. If we play it as a coming together of people they would be psyched to be with, it is more likely that they come. It would encourage them to

come where they might not to a different style of thing. Seems like an effective way of getting them together.

Synergistic effect of finding a group of people who find themselves all on the same page. If more people you might not get that synergy. Betty has had experience with this at things like the Celebration planning thing.

What made Twin Oaks go was someone who could articulate the vision. Appeal of having people who can get that and write that down is exciting. Put down in a way that those who aren't there can get a feel for what happened.

**AGREED:** There is support for the concept of this visioning meeting of movement leaders, along with holding the concerns around finances, elitism, and changes in our org.

**DEVELOPMENT** (Jeff)

Fundraising

Development Cmtee has a proposal:

- To make a commitment to fundraising
- To hire a fundraiser

This is a commitment that the organization makes. It is important for the organization to make the commitment to support whomever is put in that position.

Isn't the organization already committed to raising money? What else does this mean?

A commitment means that the organization does fundraising and that the hired person helps the members achieve the goal. A shift to a broader base of how the organization is funded beyond products and services.

A concern is expressed about going in this direction as to the commitment of activities involved for board members. This is something that will be learned from experience and getting a sense of our own limitations and abilities. It does not involve hard goals, but will develop expectations over time. Fundraising grows out of and develops an understanding and identity with the organization. It is an evolutionary step for the board. It continues a change in direction of the board that has been developing over the past couple of years. This is not a proposal that board members be responsible for specific fundraising numbers but that the board members be concerned and involved in fundraising. Fundraising and implementation will increasingly not necessarily be the same. There is a broader base of fund raisers than the board members.

It involves a statement from the board members:

We understand that it is our responsibility to raise funds for the organization.

Current board members feel comfortable with this statement.

Proposal to hire a part time person for fundraising for a year to help the board achieve their goal. Jeff will help that person. The person will work on membership, grant proposal and outreach for funding. The salary will be negotiated. Perhaps a percentage of funds raised although that is not standard procedure and is frowned upon by professional fundraising organizations. There could be six months to a year of no results. This means that the person would have to be willing to work without pay. Another option is to take a loan for the first time period to pay the person or to first raise money to pay the fundraiser in the beginning.

This can be independent of the Vision meeting process or can be integrally involved.

It might be easier to find more people (3) to volunteer time but would be much harder to work with that many people. It would also be more difficult to coordinate activities. There will be more than one fundraiser because others see themselves as responsible.

The thinking is that the person would emerge from the circle of people known to the organization and would require less money than fundraisers normally command. On the other hand many non-profits pay low salaries to fundraising.

It is preferable to have money through a loan to pay a person rather than pay from money raised. There is not money in the budget to pay a person. Being paid a percentage could be an incentive for high

performance. Is there an ethical question of paying a percentage in terms of the person's motivation and setting a limit of earnings?

Are there any prospects in mind for the position? No, there were thoughts of advertising for someone familiar with the organization but not already involved. Another possibility is to free up someone already involved with the organization. Bindi expresses potential interest in the position and that she has free time. The position will develop by who is found to fill it and could develop into an important position. There is a wide range of possibilities for who it could be and how it will develop.

It might be better to free up someone involved in the organization to take the position because of the importance of it than to turn it over to someone new. Nervousness is expressed about bringing in an outsider due to the significance of the position, the money involved and guaranteeing continuity. Laird is suggested as a possible person for the position. He is overloaded now and would have to be freed up and would be sensitive to priorities as defined by the board.

There are other possibilities of people in the organization with appropriate skills and enthusiasm.

The position is a staff position and would go through the Personnel Cmtee who would make a recommendation to the board or the Executive Cmtee between board meetings to make the decision.

Job requirements would be keeping track of people and names and not necessarily making personal contacts. An opinion is expressed that an office person is not what is needed but rather someone who is strong in people skills and personal contacts as well as helping others in those areas. There are plenty of people who can give office skill support.

Travel may be involved, but should be limited due to the widespread nature of the organization.

Concerns are money and who it would be.

**AGREED:** We are in general agreement to pursue the hiring of a person.

**TASK:** Authorize the Development Cmtee to come up with a proposal outlining the job description and with parameters concerning funding. This will be brought back to the board on Thursday.

Wants the Visioning Cmtee to generate a plan as to how this position fits in with a longer term plan for fundraising. How does the visioning meeting fit in with an ongoing fundraising plan?

Jeff thinks it is reasonable to expect \$20,000 for 1999.

Visioning meeting:

Jeff will take a lead role, needs support from Laird in an advisory capacity, conceptually and for his personal contacts and would need general support from the committee in order to implement. Most of the work will happen in the next two or three months with the meeting design being an ongoing process. It could take 25% of Laird's time over the next 6 months. This is not including his potentially being development coordinator. That would require 50% of his time.

It is vital to look at Laird's time commitments and figure out how he can be freed up. Time has to be devoted to looking at his commitments and allowing him to pursue his interests. He would like to meet with the Personnel Cmtee and develop his job description and look at his patterns that might be perpetuating his overload. Tony will join the Personnel meeting.

It would be good to bring on the new person as development coordinator because in the next two months there would be optimal opportunity for training.

Fundraising has two parts: Creating and following up new contacts and resources.

A restructuring of Laird's time needs to be worked out before proceeding with Vision meeting and development coordinator questions.

### Business Development Cmtee & Public Relations (Jeff)

A business development committee has been formed of successful entrepreneurs who live in communities. The intent is to explore new ways of developing businesses for communities and how the FIC could profit.

He has been talking to public relations people about national talk show tours promoting the Dir. Consequences include the question of who would do it. It also could generate lots of phone calls and media coverage and we need to think about whether or not we are ready for this.

It could be the time to push distribution of the Dir into more of the mainstream. Financial commitment questions. It could involve covering personal expenditures which could be modest. This could also be a way to expand the marketing of Cmag. This could be the impetus for relieving the debt. There appears to be a lot of interest in community that could be turned into money through Cmag subscriptions and Dir sales.

Strategy sessions need to be done with professionals determining presentation and training for speakers. Test marketing needs to be done and a general strategy of how to proceed.

The two events in the east scheduled for next year could be a springboard for a test tour.

Tree, Laird, Dan are interested in follow up. Tree's father is a professional in the field who she thinks would provide some free advice.

There are other people who can be approached to help. Other organizations can also be consulted for support and advice on how to proceed.

**AGREED:** to put in place the Media & PR Cmtee and ask Personnel to person the committee.

**SESSION #6 • Tuesday, November 18, 1997 • 4:00pm**

F: Laird, R: Tony

### **RESTRUCTURING**

#### Board as Model Community

**AGREED:** That the board acts as a community, and that this should be included in the job description of the board.

#### Treasurer & Secretary/Board Relationship

Are treasurer and secretary board members or not? Ex officio (what's that mean)?

**AGREED:** The Secretary and Treasurer shall be unofficial members of the board, and full participants in the consensus process except in decisions about their tenure of office.

This means they do not count as part of quorum tallies.

#### Office Manager/Exec Secretary Roles

Should these be the same people? Should they not be?

**AGREED:** That the board makes no policy on whether the roles of Secretary and Office Manager may be the same person or not.

#### Executive Committee Term Limits

Range of enthusiasm for term limits in this organization. If we want term limits at all the committee recommends 2 as a good option.

Secretary and Treasurer are not eligible for Executive Cmtee.

### Board Term Limits

Committee has no recommendation.

Hard to give a recommendation since some people aren't there who have strong opinions. Structural changes are making a difference. Maybe we could wait on this.

The argument for term limits is fear of people getting entrenched. Argument against is that this is a crude way for dealing with the real issues.

Has there been thought given to other mechanisms for dealing with these issues less crudely?

Ministry, oversight, etc. should help with this.

**AGREED:** The board takes no action on term limits at this time.

### Finance Committee Liaison, Exec Committee Member

Should the finance cluster liaison be required to be on the Executive Cmtee? Restructuring Cmtee recommends that we not require this at this time but encourage that this idea be taken into account.

**AGREED:** There is no requirement that the finance cluster liaison be on the Executive Cmtee, but this factor shall be considered when choosing liaisons or Exec Cmtee.

### Approve Cluster Layout

Recommend that we approve the cluster model as presented and that the Oversight Cmtee be charged with monitoring this structure and suggesting changes or modifications.

Note that not all "grapes" are committees but are sometimes projects (such as Cmag).

Noted that we do not have a lot of good job descriptions for committees and roles and that the Personnel Cmtee is working towards having those at the spring 98 Org Mtg.

**TASK:** Personnel Cmtee shall oversee collecting job descriptions for all "grapes" that are functioning at some level by the spring mtg.

**TASK:** Personnel Cmtee shall find conveners for each of these functioning "grapes".

Feels like there is still some confusion in this structural diagram around cmtees verses roles, etc. Guess we just have to sit with its inadequacies.

**TASK:** Geoph will make this diagram available for the minutes.

**AGREED:** Given that there are some unclarities, the board approves this cluster model. Questions and changes shall go through the Oversight Cmtee to be brought to the board.

### Filling Liaison Roles

There are 9 board liaison positions, which can be filled by a person or a committee. People can serve as more than one liaison. Liaisons are recommended not to have a strong implementation role in that cluster but have some working knowledge of that cluster.

Restructuring Cmtee recommends that we try to assign these in plenary now.

Tree says she could liaison anything but is looking for those where she is least likely to take an implementation role.

Here are potential volunteers for the various liaisons:

Finances - Geoph, Ira

Admin - Tree, Harvey

Publications - ERB (names are those interested in being on ERB): Betty, Geoph, Laird, Tree, Elph, Jillian

Membership - Harvey, Elph, Jillian, Geoph

Events - Tony, Tree

Outreach - Elph, Tony

Human Resources - Elph, Tony, Ira

Cmty Services - Jillian

Education - Caroline, Harvey

We could let the people involved talk and decide. There is also the question of Paul and Betty. Maybe the board should sit together and figure this out. Maybe we should call Paul and ask him.

When a liaison leaves the board their roles would have to be refilled.

**COOLER:** Take this up at tomorrow's restructuring session in fishbowl style.

#### Loose Ends

Nominating Committee Term

Definition "Qualified Member"

Board Nominee Selection Guidelines

Interim Nominating Committee

The big thing standing in the way of implementing the official nominating process is the question of "Qualified Membership". Plus even once we decide that it will take some time to implement the process. The Restructuring Cmtee recommends keeping the interim Nominating Cmtee until the end of the spring board meeting.

It would be nice to take up the subject of "Qualified Member" now so that we can start implementing the process in the spring.

**COOLER:** At tomorrow's restructuring slot we will take up some discussion on defining qualified member. Harvey will look over minutes from previous discussion on this topic

**TASK:** Geoph will print these previous minutes by tomorrow.

Lay down Restructuring Committee - postponed until tomorrow.

#### Personnel Committee Report

Committee's general process is to take names from volunteers or recommendations and will also recruit for various positions. Then it will interview each of the candidates and make a recommendation to the board.

Personnel Committee recommends a 5 person Ministry Cmtee consisting of Harvey, Marni, Tony, Ira, and a person to be named later.

Ministry Cmtee is tasked with resolving interpersonal and individual conflicts within the organization.

Personnel liked the balance of new people and people with a longer history.

**Committee:** Ministry Committee—Ira, Tony, Harvey, Marni

**TASK:** Web Weavers will set up email aliases for this group.

The human resources cluster has committees with lots of overlap and fuzziness. Maybe at some point we won't be so committee oriented and may be more cluster oriented.

**TASK:** Personnel will pick up the question of Loren's involvement in this committee and/or the Health & Wellness Cmtee.

This group needs to get together and develop a job description, decide a convener, etc.

Personnel Cmtee is keeping an eye on the big picture and looking at where people are in the clusters and such.

Looking for volunteers for the permanent Site Cmtee. Talk to personnel.

#### Cluster Liaisons

Favorites:

Tree – admin

Ira – finance

Tony – events also outreach

Caroline – education

Elph – HR

Jillian – Community Services

Harvey – outreach also membership

Geoph – membership

Paul – HR? education?

Betty – events?

Note that Finance liaison isn't Exec Cmtee person.

Decision on liaisons to be made at a later session.

## **MID-MEETING EVALUATION**

reports came out late  
task lists need to come out sooner after meeting  
tackling hard things well  
we are communicating well  
need copy machine on site  
activities to keep new people amused, no fun event planned  
no board community day  
can use laser printer for copying if stuff comes in on disk  
Board, imps, newcomers all great. Good comments from newcomers.  
having minutes from last two meetings is great. Yea! Betty and Alex  
great facilitation.  
good to have lots of slots for committee meetings  
try to do too much at meetings  
great, super, fantastic Geoph artwork  
sunrise folks helpful, great hosts  
great work Finance Committee

**SESSION #7 • Wednesday, November 19, 1997 • 9:00amF:** Harvey, R: Diana M

## **FINANCE II** (Tony)

### Directory Finances Proposal

(Page A15, point 1)

Discussion about Dir income first going to pay off fulfillment and production costs for that issue. Laird rescinds dissenting comment from original handout. It was pointed out that stronger office management is needed to be sure that office tasks associated to Dir are not lumped in with operating expenses.

**AGREED:** All Directory revenues from a printing will go towards paying the direct expenses of that edition/printing, including paying back the loan and current distribution expenses, before any Directory revenue goes to anything else.

Discussion as to whether profit from Dir 2.3 (after all fulfillment and production costs for that version are paid) should be used specifically for debt from previous 2.x because that work contributed to version 2.3. All clear that it should be treated as its own case if it becomes an issue.

### PEACH Debt Payment

(Page A15, point 4)

Proposal: "If the existing PEACH loan from Dir 2 has not been paid off by the time this comes into play (mid-1999 at earliest), any Dir revenues beyond the current expenses and debt of the current edition/printing will go towards paying the principal of the PEACH loan until that loan is paid off in full."

Strongly intend to pay off PEACH debt, but don't guarantee that it will happen. Would have letter from Finance Cmtee to FEC reflecting strong intention.

There are concerns that it would be wrong to commit to something that would reduce the options for future bds, but equally strong concerns about the risk of fiscal irresponsibility if there is no clear

commitment. General agreement to go along with this proposal with Caroline standing aside due to concerns that future bds are impacted energetically if their hands are tied by this agreement. Others prefer to see exact wording before agreeing.

**TASK:** Finance Cmtee will craft exact wording for statement expressing strong intention to repay PEACH loan as stated in proposal above.

**AGREED:** Finance Cmtee and project team (Dir Cmtee) will decide how statement should be worded and proceed without further bd review.

#### Separate Dir Bank Account

Page A15, point 3: "Dir monies will go in and out of a separate bank account. (In some cases, for example, where a check includes magazine and membership income as well as Dir income, this may mean the money being deposited into the general FIC account, and a methodical weekly transfer being made to get the Dir money into the Dir account.)"

Proposal is based on Finance Cmtee belief that this will help clarify the financial picture and lead to better cash management and other financial decisions.

There is general agreement that this is fine as a management tool, but there are concerns that the separation will have practical and philosophical aspects as well. Also that sometimes it is necessary to see the integrated financial picture to find the best solutions. Better financial tools and controls are necessary.

As the move is made to new type of bd, decisions should be based on policy, with specific issues used as examples. There are policy implications to this decision, but the discussion is focusing on implementation. Remove bd from implementation decision here, and let it simply set policy. Let finance do what it needs in order to best follow policy.

Policy is how financial situation should be approached, expectations from financial management systems. Also policy is how much practical separation there should be between projects.

Laird states that he feels responsible for funds mismanagement. He feels that others need to deal with their frustrations and anger around what he's done in order to work effectively as a team.

**SESSION #8 • Wednesday, November 19, 1997 • 2:00pm**

F: Tony, R: Geoph

#### **RESTRUCTURING** (Harvey)

Job Descriptions: The Restructuring Cmtee is turning over to the Personnel Cmtee the responsibility of further development of job descriptions where needed. There are two templates in the old packet, available as guidelines.

Caroline: Personnel Cmtee's job is much easier when the job descriptions are in place. They will shepherd the process, gather the job descriptions, and only come to the board where there are questions.

**TASK:** All cmtees and imps asked to develop job descriptions and submit them to the Personnel Cmtee by April 1, 1998.

**TASK:** Personnel Cmtee will take responsibility to solicit job descriptions from the appropriate sources (including liaisons), and will make reminders as necessary to complete the task.

#### Liaisons:

(Reviewed Liaison Job Description on p. 21 of The Farm minutes.)

**AGREED:** Accepted the Liaison role assignments as follows:

Education = Caroline

Finances = Ira

Admin = Tree

Publications = ERB (presently Laird, Betty, Geoph)

Membership = Harvey & Geoph

Events = Betty

Outreach = Tony

Human Resources = Elph & Paul

Community Services = Jillian

**TASK:** Oversight Cmtee will contact Paul & Betty to verify that they are willing to serve in these Liaison roles, and if not, the Oversight Cmtee will fill those roles.

### Qualified Membership

Some interest was expressed within the R/S Cmtee to open up the bd selection process to participation beyond the existing board members, especially as we move into the model where the bd is not the whole org. A critical question arose: where to include broader input in the process? (The decision got deferred at the Edenvale mtg because there was no clear sense of what constituted "qualified membership"). The sense of the group was that qualified membership is a group larger than the bd, made up of folks somehow involved in the work of the org. [Referred to selection diagrams on p. 23 in the old R/S packet. At that time the Cmtee recommended only bd selection process "A" as outlined therein.]

Laird's test balloon: Put involvement of qualified members early in the process to help select the CSNC, and use two tests to determine who is qualified: 1) They are an FIC member, and 2) They have been to at least one prior meeting. Part two would be a crude screen to verify they have a continuing interest and commitment to our work.

Q—Why only one prior meeting?

Q—How does it serve us to put any qualifications in front of this process? There may be someone present at a mtg who has been active in network work for years, but who has never previously attended an Org Mtg . . . but they may be a great person for FIC at that moment, and we need to take advantage of the moment. [Clarification: we are talking about "who selects the CSNC," not who qualifies to serve on the bd.]

Another possibility: participants qualifying to select the CSNC must have attended one previous Org Mtg, or be actively involved for at least one year in the work of a cluster.

It is dicey if people not present in the room have a say in the process, but easy to imagine how to include their input. We are looking for inclusivity of input, balancing that with the idea of how to make decisions by those who are present in the room. They, in turn, would select a CSNC Cmtee balanced in its representation of the movement. The Nominating Cmtee would have a different focus, and its members would be picked based on their ability to carefully select bd members (implies other interpersonal skills as well).

From a democratic point of view it is desirable to have a broader representation, but in practical terms the decision needs to be made by those present (holding in mind the concerns of people not present).

Alternately, could have participants at the fall mtg function as the CSNC, then have the Nom Com to do their work between mtgs (prior to the spring mtg). This would open up the possibility of becoming a bd member to otherimps who might not normally come to a spring Org Mtg, but who would come if they knew they were being considered by the Nom Com.

CSNC would be empaneled for only a short period of time, and could be reconvened any time the Nom Com needs reconstituting or a new member.

We are wrestling with issues of representation and enfranchisement of membership, so our process is somehow participatory rather than self-selecting. Looking for a certain degree of alignment of values.

Q—Who better to represent the membership than the members themselves? Why not the whole membership?

Caroline: We have this step in between, which doesn't take a huge amount of time, in an attempt to keep us from getting a stacked board. The energy in a room about who's on a nominating cmtee can affect that process, and it is better if there is cmtee work done later, with time to sit and reflect on how to best balance our considerations. Groups who use this delayed process, rather than relying on selections made from the floor, tend to come back with better, really solid, well-considered nominations.

The looseness of having two steps gives a more open way to participate, so the process doesn't need to be so precise. It also provides another opportunity to involve folks relatively new to the org who have shown an interest. At the mtg we can ask newcomers to self-select based on various qualities including their experience with community issues, and their understanding of the consensus process. Our standard "preamble" talk should emphasize recent (rather than ancient) participation, and this preamble should happen early in the meeting.

The work issue brings another question: if a new participant's work is primarily with cmtees rather than with the org, they might not be familiar with who we are and how we do our work. This might not be a problem, but it's a consideration.

**AGREED:** A Qualified Member for selecting the CSNC is 1) an FIC member, who 2) has attended at least one prior org meeting, or has been doing work for the org in the six months prior to an Org Meeting. This process will begin at the spring '98 Org Mtg.

We need to introduce this session when it comes up with a preamble that says: they need to have a sense of FIC's mission, they should self-select based on that understanding, and this is a very serious step not to be taken lightly. This is only for determining who makes the actual decision, but everyone's input is welcome in the discussion.

Tangential note: there are existing cmtees serving the bd that are not on the approved Restructuring diagram (ex: agenda, facilitation, and minutes). We will work these into the diagram, as appropriate, and anticipate that this process will be fairly straightforward (it won't significantly alter the overall conceptual framework).

**TASK:** The Facilitation Cmtee is charged to draft a preamble to the process for selecting the CSNC, and will organize and facilitate the selection process at the spring Org Mtg.

**AGREED:** Nom Com terms will be three years.

**TASK:** Oversight Cmtee will draft a process for filling a vacancy from an unexpired term.

**TASK:** Personnel Cmtee will try to find in our old minutes a draft of our bd nominee selection guidelines, and if none is found, they will draft a proposed new one.

**AGREED:** The Interim Nom Com will be continued until the bd selection process is completed at the spring '98 Org Mtg.

**AGREED:** The bd needs to approve the final nominations.

**AGREED:** The R/S is laid down.

And it lays down! (Literally. On the floor.)

Personnel Cmtee Report (Jenny)

**Committee:** Permanent Mtg Site Cmtee—Ira and Alex, with Bindi working with them as an imp. Dianne Brause is still on the list of prospective cmtee members.

**TASK:** Create Site Cmtee job description, identify their convener, get their email network together. Also need to look at working with otherimps with contacts in other regions of the continent.

**Committee:** Media & Public Relations Cmtee—Tree and Ira, with Dan Q as an imp. Still being considered: Dianne Brause and Diana Christian.

Tree is concerned that not much is going to happen with this cmtee unless it gets some other active, energetic members. Diana M. & Marty have offered themselves as resource people to anyone in the org with graphic design needs.

**TASK:** Create Media & PR Cmtee job description, identify their convener, put out the word to recruit others' help in this work.

**Committee:** Inreach Cmtee—Loren, Dan Q, plus two imps Bindi and Diana M. Michael M is still under consideration.

Because Inreach needs to be aware of entry points and needs, there is a concern that there are no bd members on this cmtee. In this configuration, however, Dan Q has a lot of experience as a former bd member.

**TASK:** Create Inreach Cmtee job description, which will include the need to stay current on bd matters and concerns.

**Committee:** Gathering Cmtee—Alex and Ira, with Elke being interviewed later today.

**Committee:** Loren has been added to the Health & Wellness Cmtee.

**SESSION #9 • Wednesday, November 19, 1997 • 4:00pm**

F: Geoph, R: Marty

**BUDGET I** (Tony)

There will be a new printout tomorrow with new information.

Art of Community information is included and for 1998 the amount is doubled based on the estimate that the event at Twin Oaks would be a little smaller and the second event would be bigger after learning from previous experiences.

Projections for 1998:

A new brochure designed for people in community to introduce them to the network and for people who are interested in learning about intentional community is expected to generate Cmag subscriptions and Dir sales.

New expenses include printing of this brochure, generating promotional materials, doing PR (funds for PR could come from grants or other venues). Risk money for preparing for the Vision meeting and the expense of the Vision Meeting. Risk money for the development slot before money is generated and salary for the position.

Ad expense appears small because those expenses are reassigned to Cmag and general office expenses. The bottom line is still a \$3000 loss but loan interest would be paid and the debt would be reduced by \$6000. This comes to a \$5-6000 increase in cash available.

Purchase of a computer for the office is included in the office budget from which Betty's salary would be freed up.

Purchase of accounting software is not included due to the uncertainty of the expense. We will add \$2000 as a projection for the cost of the software and training for it. This is a conservative estimate. A note is made that review copies of software could be available in exchange for an article.

Rob Sandelin has stated that he will make available any Microsoft software we might want.

Donations income is based on what has been received over the last couple of years. Geoph has solicited donations that are pledged and not received. Laird has a \$500 donation that is expected. Neither of these are reflected in the printout. Geoph's and Harvey's experience was successful and encouraging in soliciting donations.

Detailed reports on Cmag, Dir, Web Weavers are available in the Finance Packet.

Corrections will be made to the general donations and auction categories reflecting an expectation that increased activity and the Twin Oaks auction will raise additional money.

Caroline expresses a preference to have the bottom line not reflect a loss. Since much of the numbers are projections, could they be reasonably changed to do this? For example since the development numbers are all projections could an amount be put in to eliminate the loss?

There is a general sense that if the numbers can be realistically amended to eliminate the loss that this would be psychologically satisfying.

If the web page includes a list of items needed, people might donate. This will be added to the web site more extensively than is included now.

## **RELATIONSHIP TO OTHER ORGANIZATIONS**

There are other organizations that are promoting similar goals. Examples are ENA and COHO. It would be good to cooperate more proactively and see how we could work together.

FIC members have participated in meetings with both these organizations. We have also had cooperative interaction with CSA, NASCO, SUS, GEN, NFNC, FEC, CNRM, NICA, ICV, B.C./Alberta/Ontario Cohousing Network, ENCanada. These would be other organizations to pursue cooperation and mutual projects.

While we have been attending meetings of some of these organizations, there has not been much proactive energy.

There is a feeling that this discussion is redundant of other meetings and nothing has ever really happened. If there is a real desire to follow up on this we should person a committee and give a directive for that committee to take action. It would be good to actually have meetings with these groups with cooperation in mind and explore what can be done together with them. Budgetary constraints might dictate that we take advantage of people who are already interacting with these groups and charge them with the task of exploring what could be done with the target organization. This could be aided by a prepared list of questions for these people to pursue.

Different organizations have different significance to us and it could serve us to prioritize our contacts. It could be appropriate to make our resources such as our mailing list more easily accessible to these groups. This would reflect an attitude of wanting to cooperate and engage in common projects.

We are currently working with CSA, FEC and to a lesser degree with NASCO.

A suggestion to designate a contact with each organization and charge them to present a status report on the relationship at each board meeting.

This group (the board) has decided not to become a representational group. It could be awkward to send a representative to certain organizations with an agenda in hand due to history that has left ambiguous feelings between this organization and others. This requires care and attention in order to do it right.

**TASK:** Personnel Cmtee to populate the Networking with Other Orgs Cmtee.

**TASK:** To take all the prospective organizations and do research and develop profiles which could be brought to the board which would decide who to approach and how it would be appropriate. Any contact would be delicate and discreet and not make commitments. Should consider prioritizing which organizations would be more productive to be in contact with.

Possible contact people with different organizations:

COHO - Michael

CSA - Harvey

ENA - Tony, Elph, Corinna, Nathan

GEN - Tony, Elph

NASCO - Elph

NFNC - Loren, Miaya, Geoph

CNRM - Ben

Canadian organizations - Brad

SUS - Tree

It could be more productive to get people to express interest via email.

### **MEMBERSHIP** (Dan)

We are in the process of updating the renewal letter. There is a slight increase in income from last year. The Membership Cmtee deals with membership maintenance and providing services to the members. It does not focus on membership development because there is not the energy to do that. It has taken considerable time to get to the point it is and the committee is feeling good to be where it is. Updating job description is something that will happen in the future and its role could be expanded.

Membership development energy is needed. We are stretching our resources in filling the current and projected committees.

Energy is needed to implement projects and development of the membership is critical.

Inreach could develop an ongoing role in membership recruitment. Is this an appropriate role for Inreach? There is confusion on the roles of the committees because there are not developed job descriptions.

Membership development (an unstaffed committee) could take on the role.

Shall we refer the topics of membership, recruitment, committee staffing etc. to oversight and membership committees to develop board level questions? Suggestion withdrawn due to committee role confusion.

It is apparent that there are organizational questions that need to be resolved. Meanwhile we can continue to operate by trying to recruit members however possible.

(Bill Becker present at this session, present at very few if any of the other sessions.)

### **FINANCE III** (Tony)

#### **Job Description for Finance Cmtee and Anyone Managing FIC Funds**

Page A16, section 1 = General Agreements: We already consider this area to be in agreement.

**AGREEMENT:** 1st point, change "should" to "will." "FIC money will be spent only by those given explicit budget authority by the FIC Board, or its designate."

Q—Who has authority other than area manager or Treasurer? For example, if we create a new area, such as the proposed Vision meeting, and it doesn't have a manager yet. Or possibly if it's only a one-time event.

#### Area Managers (section 2)

1st point clarification: when bd gives authority, then names conditions. If bd sets parameters around budget categories within an area, must return to bd if change. If bd sets budget at \$1000 with no breakdown, then area manager has jurisdiction to decide allocations within that. We offer our trust to area manager, once they have received bd authorization.

Q—Who manages cash flow? (Budget might be authorized for \$1000, but our cash flow is too low to afford it.) Cash flow management needs to be worked out between Finance Cmtee, Treasurer, and area manager.

5th point Q—"Performance of area managers will be evaluated" by who? By whoever is responsible for evaluating or overseeing that person (it varies).

7th point would be a big change for us: no unauthorized spending. Must consult before going over budget. This might lead to padded budgets. We could allow people to go 5% over-budget without consultation. Bd sets limits. Who enforces limits? If someone goes over-budget, what happens? Would show up in quarterly area report.

Change to "anyone authorized to spend money" needs to consult before going over-budget.

**TASK:** Finance Cmtee compile quarterly reports and distribute to organization.

**AGREEMENT:** Finance Cmtee will look at numbers, and flag anything that is unusually high or low for attention. Provides a check on any area manager not staying within budget guidelines.

Responsibility for managing organizational finances is with whole bd, not just Finance Cmtee. But Finance Cmtee is in best position to analyze and evaluate information. We don't want Finance Cmtee to manage organization, want broader perspective. Oversight Cmtee may be most appropriate body to receive finance info.

8th point Q—"Any income derived outside of existing areas will be allocated by the bd or Exec Cmtee" means what? Isn't all money already authorized by the bd or Exec Cmtee? Because we had a situation where this arose in the past, that is, a mid-year allocation was made without consultation. Therefore this is highlighted.

**AGREEMENT:** Sec'y is no longer on FinCmtee.

Only 6 areas are listed in this description. But actually every area or project needs to have a budget manager clearly stated.

**TASK:** Finance Cmtee will work on clarifying budget managers of every area or project.

Note that Fundraising (Development) is a separate area from Finance Cmtee, also separate from other project areas such as CMag or Dir. Not yet officially activated on cluster chart.

Concern that area reports may be a lot of work, especially on Finance Cmtee in order to furnish managers info for their reports. Will Tony get stuck doing accounting for everyone else? Will other managers do accounting on their own? Hopefully over time they'll get better at it. People need adequate resources to support doing this work.

Office staff has no way to know details of area spending. Therefore area managers need to track details in their areas. When they receive numbers from Tony, they check for match and vice-versa.

**AGREEMENT:** We accept this job description document as written in the Finance Packet, with changes noted herein.

### Financial Management/Directory

Continuation from earlier session.

We may need to invest significant resources to create sound accounting system.

**TASK:** Finance Cmtee to bring forward proposals about improving accounting systems to spring 1998 Org Mtg.

Is Fin Cmtee knowledgeable enough to create a plan on their own, or would they need hired help? Fin Cmtee would need to discuss that.

What changes are people expecting? What is a financial management system? Short and long term changes may be necessary.

Software is relevant but minor. Example of assigning code numbers to each income and expense area. Then the information is readily accessible. The point is to make the whole way we transfer information more easy and effective.

Shall Finance Cmtee start using free resources to work on this issue, if need money later, ask Exec Cmtee? No agreement reached at this time.

**SESSION #11 • Thursday, November 20, 1997 • 10:45 am**

F: Tree, R: Alexandra

The reports referred to below were handed out at the beginning of the meeting, and may be included by request in this notes packet for those who did not attend. They are designated Appendix C for the purposes of these minutes.

### **QUESTIONS ON REPORTS**

#### **SECRETARY'S REPORT** (Laird)

Responses: The report seems to talk about what Laird did, more than reporting what the Executive Secretary did in that particular role. In the case of editing the magazine, and helping with Art of Community, he saw these as part of initiative by Sec'y to keep history and raise money. We realize that he holds a broader view of his job than some others. Tree liked it in the past when he wrote down what he is doing that others could be doing, suggests doing that again in future.

#### **OFFICE REPORT** (Laird)

Responses: Clarification, they intend to continue remodeling, and certainly need more volunteer labor to come help.

#### PUBLICATION MANAGER REPORT (Laird)

Responses: Jillian sees advertising dropping. She'd like it to stay up. Laird said they did do new initiatives this year. Jillian would like more info on what ads are placed and what responses we get. We question whether the \$3,600 that is budgeted for advertising will really be spent. Elph and Laird and Tony will check this outside of session. Harvey encourages us all to go to bookstores and ask them to carry the Dir and magazine. See Alex for marketing packets.

#### WEB WEAVER REPORT (Elph, Jillian and Michael)

Yes, membership in FIC is available on Web. They have a page on the Web saying what tasks they need help with.

**TASK:** Web Weavers will include the task list (of things they need help with) in their next report to the board.

**TASK:** Personnel Cmtee will work with Web Weavers to post committee openings.

**TASK:** Agenda Cmtee should consider whether to include reports in the agenda if the reporter is not present. Some of us see value in having board raise concerns and give guidance even if the person isn't here.

#### ERB REPORT

Although we were given a projection of the Cmag operating budget for the next five years, we would like to see a long range plan for Cmag.

**TASK:** Publications manager will work on drawing up a plan for the magazine in consultation with Diana and Finance Committee.

Personnel is still planning to consider new members for ERB. We are not clear whether people other than board members and publications managers can be on ERB. Oversight and Personnel will consider this.

#### CMAG REPORT (Diana)

Diana is not present. Laird fields questions. How many subscribers would it take to make the magazine break even? Tony thinks we get \$10 per subscription, so we would need to double our subscribers. Do we have any new initiatives? Laird says yes. He will try to include that in next report. Are we continuing to increase the percentage of advertising in the magazine? He and Diana are not sure, but will consider the info based on recent changes.

Process issue: Some in the group are frustrated with Laird's frustration with their questions. Tension in room. The group is seeking info so that they can clearly understand the debt and our responses. Laird is seeking to keep the board away from the old habit of using a lot of plenary time to examine details. Perhaps the Agenda Cmtee could help the board by scheduling times for such information to be given.

**TASK:** Agenda Cmtee should consider including informational meetings (that are not committee) so that board has time to get details and avoid the aforementioned tension.

**TASK:** All of us need to include more detail in our reports.

#### OVERSIGHT COMMITTEE REPORT (Laird)

They met and made plans. The Secretary will check in with every liaison at 3 months after meeting to see what problems are surfacing. We would hope that liaisons would have info ready.

**AGREED & TASK:** The board approves that Secretary will check in with every liaison at 3 months after meeting to see what problems are surfacing. At 6 weeks before meeting, he will call to make sure that reports are being prepared for Org Mtg.

## **DEVELOPMENT** (Jeff)

### **Fundraising Person & Visioning Meeting**

The Development and Visioning committees met and discussed job description, funding, and candidates for Development Coordinator. They also discussed the proposed meeting to broaden FIC support. They found no answers and did not want to prematurely bring a proposal to the board. They would like to keep working together over email and in person over the next six months. They would check in with Finance and Over?Exec? before proceeding with any actions. They still sit in the same place as their previous proposal.

They still think that \$5,000 would be needed: \$2,500 for salary and \$2,500 for operating. This faces a Catch-22: who will raise the money to support this fundraising person until they are able to earn their own salary?

They still think the Visioning Process would take about \$3,500. They plan to do it in the most inexpensive way possible.

All of the above would be risks. It is a valuable process but should only be done if it can be done well, so we may choose to move slowly.

The committee felt that this would take extensive time from Betty or Laird. Laird is still committed to other FIC work and we are seeking replacements for him. Betty is not back in the country until Nov 30. Even if we hire a coordinator, these two would still have to do work, due to their history. If no one arises that is appropriate for this specialized position, we would not try to proceed.

Questions for board to consider: Is the board willing to risk this money? Can it come from operating budgets? Does the board want to give guidance for Laird to dramatically change his duties? Who is the appropriate approving body for the Visioning meeting?

How much are we willing to risk? Out of what budget? This is an \$8,000 risk. This happens to be the same amount as the Dir cost of goods (a non-cash expense for this year), so this might mean that we might not be able to pay off PEACH loan principal. We already have a line item for paying the interest, so we are not risking that.

Responses:

Some would like to see us not proceed unless we have some early support outside of this group.

Would rather see the Development Coordinator get a loan or donation.

Would rather we not risk the operating budget.

Maybe willing to risk \$2,000.

Risk uncomfortable.

This is a wise expenditure to get Development off the ground. But, feels different taking risks IF we have a positive cash flow. Using operating money is scary when we are in the red. On the other hand, to get out of debt, we need to put money into fundraising.

Lets keep our eyes on the doughnut, not the hole. If we allocated more money, we might get a better person for the job, and the risk would be smaller.

Desire to see who would be the person doing the fundraising.

Are we overlooking that Personnel is working to get tasks off of Laird's plate? We have a good chance of freeing Laird, and Betty may be interested. They are a safer risk.

We actually face two questions: can we afford the loss in the long run AND will we have cash when we need it?

We could take out a loan to do the visioning meeting. Then we are talking about the risk of paying this back. Taking out a loan is better than using our cash flow. If we take it from our cash flow, we may not be able to pay TO, SH.

We have an opportunity right now because Jeff is present and offering to donate one quarter of his time. That increases our chance of success. We see the gap between the risk takers and conservative attitudes. Jeff is not sure if he sees the enthusiasm necessary for this project. Stepping back from all these details of how to fund it, many of us are very, very excited about these grand plans.

**AGREED:** We authorize the Visioning and Development Committees to secure a loan of \$8,500 (if they can't find a grant, or other source) so that they can proceed with hiring a Development Coordinator (with recommendation of Personnel to Executive Committee) and do a Visioning Meeting.

**SESSION #12 • Thursday, November 20, 1997 • 2:00pm** F: Harvey, R: Diana M.

**BUDGET II** (Tony)

Many area managers are now listed on budget spreadsheet.

1997 changes from Finance Packet, p. A3:

- Donations general up \$3700 based on pledges from Geoph & Dan, and there are 2 other \$500 donations not in budget.
- Profit of \$2106, and cash total of \$18,075 total.  
Noted that this would be enough to completely pay off Twin Oaks and Sandhill as well as PEACH interest.

1998 changes:

- Income changes: added \$1620 for Auction, Other increased from \$500 to \$600, General Donations from \$1000 to \$1500. Dir sales down 22% rather than down 25%, no reason. Increased membership to \$6500 (anticipate increase from incentives for things such as Art of Community).
- Expense changes: lowered PR initiative to \$1500. Loan interest is down due to profit in '97, and the assumption is that this would go to reducing the debt. Added \$2000 for software for accounting.

Art of Community profit for future years may be high according to Ira and Alex.

Development/vision money appears in the budget even though it was agreed this morning that this would not come out of the operating budget. It is clarified that the money is only authorized for expenditure if it has been raised by the vision/development fundraising efforts, or by decision of the bd. Also noted that authorized expenditures are capped at \$40,500. If more than this is raised, it would require bd approval before the amount above \$40,500 can be spent.

Discussion about cash flow management and who makes the decision as to how to manage, for instance choosing to hold back some cash to cover anticipated expenses rather than pay down all that can be paid off the loans at once. This is picked up below.

Bill says that Sunrise may want to do another Art of Community in October, which can have higher registration due to camping. Sunrise feels this has been a good business decision and that they benefit from it.

Mistake in budget: Vision & Development break even amount would be \$38,500, not \$40,500 as indicated in Development income. (The income reflected was intended to be equal to the authorized expenditures.)

There is discussion as the practicality of a balanced budget (which was requested and the budget on the floor reflects this) vs. a realistic budget that allots \$2000 to the PR initiative and is realistic about projected Art of Community income. Also, whether to leave the extra \$2000 in Development income. It is suggested that with all the fundraising effort, General Donations would probably be higher anyway.

Authorize expense part as is? Yes, noting that the Executive Cmtee may be approached for more money for the PR initiative.

Authorize income part as is? Yes. It is agreed that on future budgets Development fundraising and General Donations will be combined and broken out on the separate detail sheet.

Approve budget? Tree still has reservations based on Art of Community income projection being on the high end, but isn't sure how to stand. During 10 minute break, Tree consults with Ira and Alex,

reevaluates projection because Twin Oaks is offering such a good deal on the Art of Community they will probably host in the spring. Consensus is reached and budget is approved.

**AGREED:** Adopt budget for 1998 as presented by Finance Cmtee, with changes as noted herein.

#### Cash flow management

Discussion as to when cash flow decisions should come under Exec Cmtee, who have some distance and overview, or the Finance Cmtee.

**TASK:** Finance Cmtee to come up with guidelines (protocol) for next Org Mtg.

**AGREED:** Finance Cmtee makes cash flow decisions except when they have to step outside the protocol guidelines they set (see task above) or in non-ordinary situations, such as debt payment. These would go through the Executive Cmtee.

Proposal (Bill and Laird): Not-for-profit status of FIC is currently registered in Indiana, which is inconvenient. They propose to research which state is best, then register in that state. Requires bd authorization.

May involve reincorporation and that there may be financial factor They would proceed based on prudence.

**AGREED:** Bill and Laird are authorized to register FIC not-for-profit status in a different state, but they must consult with the Finance Cmtee before spending money.

#### SITE COMMITTEE REPORT

Twin Oaks is offering their site for the next Org Mtg and Art of Community weekend. FIC would cover direct expenses, but no other charges for site use. The Site Committee also intends to look into sites 1 1/2 hrs from Omega for the Org Mtg in the event that it gets a good deal from Omega for the Art of Community weekend. This would be the first choice due to Omega's broad marketing.

**AGREED:** The Spring '98 Org Mtg will be the week before Memorial Day weekend (5/18-21) and the Art of Community will take place Memorial Day weekend (Friday afternoon through Sunday afternoon, 5/22-24). Monday (5/25) would be used as a regional mtg day. This agreement is subject to change if site is changed to Omega.

#### PERSONNEL COMMITTEE REPORT

**Committee:** Jenny is now the Human Resources cluster delegate to Oversight Cmtee.

**Committee:** Media and PR: add Diana Christian

**Committee:** Gathering: add Elke (imp)

**Committee:** In-Reach: add Michael McIntyre

**Committee:** Networking—Elph, Jillian & Jeff G

**TASK:** office to send thank you to Restructuring Cmtee.

**SESSION #13 • Thursday, November 20, 1997 • 4:00pm**

F: Caroline, R: Laird

CMTY BUILDING MANUAL (Geoph)

Diana has pulled out a collection of reprints from the Dir, Cmag, and Growing Cmty Newsletter on 14 different topics. We'll be shopping them to the participants of the Art of Cmty weekend, to see how well they sell. This is an experiment, and perhaps a start of the long-dormant pamphlet series. Stay tuned.

### **BUDGET** (revisited) (Laird)

Loose end from earlier session: not all line items have been assigned area managers.

**TASK:** this item will be assigned to Oversight Cmtee

### **SUNRISE CREDIT UNION** (David [CEO] & Diana [manager])

Work was started three years ago and it was finally chartered and opened this year. Perhaps the field of operations could be extended beyond Emissaries to include other intentional communities. They are just up and running, with assets of about \$1 million. About one-third is loaned out. Their plan is to extend that to about \$4 million in the next three years. They are not in a hurry to expand, yet open to it.

Range of products include interest-bearing checking accounts, savings account, CDs, and IRA accounts. On loans they have car loans, home loans, signature loans, & Visa cards. No more than 10% may be loaned to any one member.

If FIC is interested in exploring a possible relationship, they are just now opening this up outside Emissaries. There needs to be a match of interest and sufficient potential clientele. The operative phrase is having a "common bond of association." This is a legal requirement for the laws governing credit unions. There is flexibility though for eligibility to be extended to biological family members. Operations are not restricted to Colorado residents (though cannot go outside the US, at present). Once a person joins, they can remain a member for life, even if no longer meeting the test of common bond of association.

The credit union is a cooperative owned by its members. There needs to be enough profit to safeguard operations, but anything beyond modest operating capital will be returned to members in dividends or lower rates.

They define their central mission in terms of helping people fulfill their life purpose.

All non-lent monies are currently lent to other credit unions.

Government regulations only concern whether investments are financially prudent—it doesn't deal with socially conscious investing criteria.

Banks prefer large customers; credit unions typically service the small ones.

### **EVALUATION**

Went well:

- visual graphics great
- facilities were great
- facilitators were remarkable
- Agenda Cmtee did great job of tracking loose items
- cmtee slots were good
- agenda on sticky wall worked well
- sticky wall good
- all the financial information prepared by Tony
- openness of the mtgs for newcomers

- relatively easy to pick up the thread of the work for a newcomer
- liked low volume of plenaries and cmtee mtgs in evenings
- like smaller operating group for Org Mtg
- doing better using plenary time for what needs full bd attention
- chaos management went well
- mtg behavior generally good
- appreciated pre-mtg contact and welcome
- great having snack food between meals
- goofy time on evening of Day Three appreciated
- people drew good cards from the Tarot
- generally harmonious interactions
- Bill & staff made logistics very easy
- appreciated Josefa's kid energy
- work on the minutes awesome

#### To Be Improved

- would like invitations to go to a wider geographic range
- mechanism for more support tools and equipment on site
- would like a wide-open brainstorming session
- noticed gender imbalances along stereotypic lines
- could do even better at concentrating on bd-level issues in plenary
- too inexperienced in financial analysis
- good and bad to missing sessions by tracking Art of Cmty work
- overall FIC priorities (mission & vision) are unclear
- would like more vegan food
- need mtg materials available sooner
- would like to get beyond feeling depressed by debt
- health & wellness (walks, stretching, massages) could do more
- difficult hole in process about general direction of the Org re structure; not sure how best to offer this  
(given how far down the road of restructuring we are)

#### One word expressions of the experience of these mtgs:

heart  
 Bill Becker  
 purposeful  
 ambiguity  
 sea changes  
 curious  
 pass  
 deepening  
 perspective  
 inspired  
 depth  
 renewal  
 juicy  
 acceptance

metamorphosis  
persistence  
progress  
connection  
awesome  
challenging  
feeling torn  
organized

APPENDIX A  
**FINANCE PACKET**

Board members and other imps who attended the Organizational Meeting should have received a complete Finance Packet at the meeting. References in these Minutes refer to page numbers in that document. If you did not receive that packet, you may request a copy from the Office.

The final revised budget approved by the Board was not distributed at the Meeting. If you have received this copy of the Minutes in "hard copy" printed form, the Budget should be here on this page below. If you have received this copy of the Minutes over email, the Budget should be attached as an additional document in Microsoft Excel 4.0 for Macintosh. If you want a copy of the Budget and it has not come through in one of those formats, please contact the Office.

APPENDIX B  
FIC TASK LIST

SUNRISE ORGANIZATIONAL MEETING, FALL 1997

**TASK:** *ALL* of us need to include more detail in our reports.

**TASK:** *ALL* are asked to make known to the Gatherings Cmtee their interest in being a presenter or imp at next year's Art of Cmty conferences.

**TASK:** *ALL CMTEES & IMPS* asked to develop job descriptions and submit them to the Personnel Cmtee by April 1, 1998.

**TASK:** *Agenda Cmtee* should consider whether to include reports in the agenda if the reporter is not present. Some of us see value in having board raise concerns and give guidance even if the person isn't here.

**TASK:** *Agenda Cmtee* should consider including informational meetings (that are not committee) so that those members of the board who want more information have time to get details and ask questions without taking plenary time.

**TASK:** *Facilitation Cmtee* is charged to draft a preamble to the process for selecting the CSNC, and will organize and facilitate the selection process at the spring Org Mtg. (From minutes, Session #8: "We need to introduce this session when it comes up with a preamble that says: they need to have a sense of FIC's mission, they should self-select based on that understanding, and this is a very serious step not to be taken lightly. This is only for determining who makes the actual decision, but everyone's input is welcome in the discussion.")

**TASK:** *Finance Cmtee* compile quarterly reports and distribute to organization.

**TASK:** *Finance Cmtee* will craft exact wording for statement expressing strong intention to repay PEACH loan as agreed in minutes (see Session #7).

**TASK:** *Finance Cmtee* will work on clarifying budget managers of every area or project with Oversight Cmtee.

**TASK:** *Finance Cmtee* to bring forward proposals about improving accounting systems to spring 1998 Org Mtg.

**TASK:** *Finance Cmtee* to come up with guidelines (protocol) for next Org Mtg as to when cash flow decisions are made by Exec Cmtee and when they are made by Finance Cmtee or others.

**TASK:** *Geoph* will make cluster/grape diagram available for the minutes.

**TASK:** *Inreach Cmtee* create job description, which will include the need to stay current on bd matters and concerns.

**TASK:** *Media & PR Cmtee* create job description, identify their convener, put out the word to recruit others' help in this work.

**TASK:** *Ministry Cmtee* communicate this dialogue (discussion of Ministry Cmtee parameters from Session #1) to other interested parties, board members, imps.

**TASK:** *Networking with Other Organizations*—To take all the prospective organizations and do research and develop profiles which could be brought to the board which would decide who to approach and how it would be appropriate. Any contact would be delicate and discreet and not make

commitments. Should consider prioritizing which organizations would be more productive to be in contact with.

**TASK:** *Office* to send thank you to Restructuring Cmtee.

**TASK:** *Oversight Cmtee* will work with Finance Cmtee on assigning area managers to all line items.

**TASK:** *Oversight Cmtee* will contact Paul & Betty to verify that they are willing to serve in these Liaison roles, and if not, the Oversight Cmtee will fill those roles. (Betty = Events, Paul = Human Resources with Elph.)

**TASK:** *Oversight Cmtee* will draft a process for filling a vacancy from an unexpired term.

**TASK:** *Personnel Cmtee* shall find conveners for each functioning "grape".

**TASK:** *Personnel Cmtee* shall oversee collecting job descriptions for all "grapes" that are functioning at some level by the spring mtg. They will take responsibility to solicit job descriptions from the appropriate sources (including liaisons), and will make reminders as necessary to complete the task.

**TASK:** *Personnel Cmtee* will try to find in our old minutes a draft of our bd nominee selection guidelines, and if none is found, they will draft a proposed new one.

**TASK:** *Personnel Cmtee* will work with Web Weavers to post committee openings.

**TASK:** *Publications Manager* will work on drawing up a plan for the magazine in consultation with Diana and Finance Cmtee.

**TASK:** *Secretary*—The board approves that Secretary will check in with every liaison at 3 months after meeting to see what problems are surfacing. At 6 weeks before meeting, he will call to make sure that reports are being prepared for Org Mtg..

**TASK:** *Site Cmtee* create job description, identify their convener, get their email network together. Also need to look at working with other imps with contacts in other regions of the continent.

**TASK:** *Web Weavers* will include the task list (of things they need help with) in their next report to the board.

**TASK:** *Web Weavers* will set up email aliases for this group.

## APPENDIX C

# OTHER HANDOUTS

Board members and other imps who attended the Meeting should have received handouts, including: Agenda, Cmag Report, Web Weaver Report, Development & Vision Cmtee Proposal, Secretary Report, Office Report, Publications Manager Report, Editorial Review Board Report, Art of Cmty Report, Letter of Support for the Appeal of the Nobel Peace Prize Laureates, FIC Meeting Location History Map, and a Participants List. If you

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

# APPENDIX D: FIC COMMITTEE & IMPS LIST • Nov '97

	<b>Loan Fund</b>	Tree
	Zev	Caroline
SERVING THE BOARD	Harvey	Betty
<b>Exec</b>	-	Laird
Caroline	<b>Info Clearinghouse</b>	<b>Minutes</b>
Geoph	Harvey	-
Elph	-	-
<b>Vision</b>	-	-
Jeff G	<b>Consulting</b>	<b>Site Committee</b>
Laird	-	Ira
Betty	-	Alex
Hank		Bindi (Imp)
Paul	EDUCATION CLUSTER	<b>Gatherings</b>
	<b>Workshops</b>	Alex
ADMIN CLUSTER	-	Ira
<b>Office &amp; Office Manager</b>	-	Elke (imp)
Laird	-	
<b>Exec Secretary</b>	<b>Life School</b>	FINANCES CLUSTER
Laird	-	<b>Treasurer</b>
<b>Corresponding Secretary</b>	<b>Cmty Education Consortium</b>	Bill
Laird	-	<b>Finance</b>
<b>Oversight</b>	-	Tony
Caroline	EVENTS CLUSTER	Laird
Geoph	<b>Org Meetings</b>	Velma
Elph	-	Geoph
Bill	-	Bill
Laird		<b>Resources Development</b>
Jenny (interim)		(Includes fundraising)
<b>Program Development (New!)</b>		Jeff G
-	<b>Agenda</b>	Laird
-	Caroline	Betty
-	Tree	Tony
	Laird	Geoph
COMMUNITY SERVICES	<b>Facilitation</b>	Harvey
	Alex	
	<b>Ombudsman</b>	-
	Harvey	-
HUMAN RESOURCES	<b>Inreach</b>	<b>Consensus Training/Use</b>
<b>Personnel</b>	Jenny	-
Caroline	Dan	-
Dan	Loren	-
Jenny	Michael	<b>Conflict Resolution</b>
Betty	Diana M (Imp)	-
<b>Ministry</b>	Bindi (Imp)	-
Tony	<b>Board Selection</b>	-
Marni	(ad-hoc Nom Com)	<b>Internal News Sheet</b>
Ira	Tony	-
Harvey	Harvey	-
<b>Health &amp; Wellness</b>	Caroline	-
Harvey	Dan	
Ira	Jillian	
Geoph	<b>Mgmt Training/Mentoring</b>	
Loren	-	
MEMBERSHIP		

(Over)

**Membership**

Velma  
Dan  
Harvey  
Tony

**FIC Newsletter**

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**Membership Developmt**

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**OUTREACH CLUSTER**

**PUBLICATIONS**

**Publications Manager**

Laird

**E.R.B.**

Laird  
Betty  
Geoph

**Communities Directory**

Elph  
Jillian

-  
-  
-

**CMag**

Diana C  
Lance  
Paul D  
Patricia G  
Cecil  
Valerie  
McCune

**Web Weavers**

Jillian  
Michael M  
Elph  
Velma  
Harvey (Advisory)

**Cmtty Building Manual**

Diana C

-  
-

**Pamphlet Series**

-  
-  
-

**Media & P.R.**

Tree  
Ira  
Diana C.  
Dan Q (advisory)

**Student Co-ops**

Elph  
Jillian

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**Regional Networking**

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-  
-

**Networking w/ Orgs**

Elph  
Jillian  
Jeff G.

**Speakers Bureau**

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-  
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**Seekers Referral Service**

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**Tour of Communities**

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