Forming the Future

Proposal for the Future of the Grail at Grailville:
A New Grail Center on the North Side

Submitted by the Grail at Grailville Committee of the Grail National Council

A Crossing of Hands

Created by Rebecca Kremer Hill, Mindy Burger, and Ruth Gallant

The intention with this document is to put forward a concept
for the new Grail Center as a response to the needs of our time.

As this document outlines discrete goals and objectives, it may not adequately
reflect our intent to create a holistic design, integrating the various elements of the plan.

While we also offer some very practical recommendations,
we realize the need for fluidity in implementation.

December 30th, 2016

General Context

As we prepare to enter 2017, we are at a new political and cultural moment in the United States. We are also at a moment of new beginning for a smaller Grail Center at Grailville, strategically focused on the reality of the urban/rural community in which it is situated. A time of crisis is a time of new opportunity.

Care for the earth, social justice, spirituality and women's empowerment are and will be central, critical issues in the coming years, as committed people come together, mobilizing their energy and resources in the face of a potentially damaging national political agenda. Activating and cultivating its long history of connections with like minded individuals and groups, the new Grail Center will strive to become an integral player in providing resources for societal change and personal support for those engaged in these issues. This will happen through dialogue groups; structured programs; "hands in the soil" experience and environmental education opportunities; the arts and creative expressions; creation of reflective, prayerful opportunities for individuals and groups in an interfaith context.

The Grail Center is located at the intersection of urban/suburban Hamilton County and rural Clermont and Warren counties. The recent election highlighted the need for dialogue and understanding between these two segments of the population. The new Grail Center will be a place where women from different cultural and economic backgrounds meet to explore and articulate common needs. Women in recovery, women who have been trafficked and/or immigrant women, resident at Grailville, will be welcome partners in this dialogue.

Need Statement: A pressing need in this country and region is to mobilize and support people working for environmental, economic and social justice. Organizations with a long history of connection to Grailville (The Sierra Club, MUSE Women's Choir, etc) will be invited into dialogue about how the new Grail Center and north side acreage can serve the needs of the local justice/spiritual community as we face the future.

Another pressing need is for physical places for short term residency for trafficked and/or immigrant women; a physical place for interfaith prayer and ritual used by a variety of local groups and congregations; meeting and retreat spaces for activists; agricultural demonstration venues for university student work and learning. The Grail Center can provide these spaces in Tidings, the Ark, Pneuma, the Oratory and the north side land.

A third need is for dialogue between urban and rural women and men which explores personal experience, economic realities, possibilities for future understanding and actions that can emerge from this dialogue. Grail Center staff and volunteers can facilitate and publicize this dialogue.

Background: The Grail Center is uniquely suited to respond to these needs because of Grailville's long history of connection with local groups, most recently through the Conference Center (1970's-present), and work done through the Grailville Rural Women's Projects (1970's-90's) in the local area. Local Grail members are currently connected with the Loveland Food Bank and with other service efforts. The Grail Center will build on these and other long standing alliances with earth and spiritually based communities and leaders. (See Attachment A—Letters of Support).

Goal #1

Women and others in the Cincinnati region and beyond find an inspirational center of integrative spiritual study and embodied practice.

Background

In response to recent changes of political leadership in our country, which threaten positive national movement towards care for our earth, people in the Cincinnati area are asking, "What can we do to mobilize our energy and commitment to environmental justice issues?" Hundreds of local women and men who have had life changing experiences at Grailville look to Grailville to provide leadership and a context for prayer, study and action around these issues. The Grail Center at Grailville will reach out to this community and help to provide resources for personal and systemic change locally, nationally and internationally.

Goal #1—Objective #1

Utilize designated space for spiritual study groups starting with seasonal concentrations that meet regularly. Examples of area of concentration: Laudato Si, The Care for Creation (Pope Francis), The New Story.

Time Frame

January–August, 2017—Planning
September 2017—Begin study groups

Budget

Income

- Fees for study groups
- Rental income

Expenses

- Share of staffing and building operating costs: utilities, insurance, routine maintenance, phone, grounds keeping, etc.

Future Outcomes

Participants become knowledgeable about issues confronting Care of the Earth in today's context both theoretically/intellectually and practically, and are able to act within their communities and collaboratively with other activist organizations to make a difference in dealing with climate change and other issues with spiritual ramifications. Ongoing evaluation to include input from participants, resource people and staff; criteria to be developed.

Goal #1—Objective #2

Utilize the Oratory (upper and lower levels) for diverse rituals, meditation, life celebrations, events (lectures, concerts, etc.) and appropriate meetings.

Examples: Christian liturgical year; seasonal earth celebrations; weddings; funerals/memorials; anniversaries; spiritual groups' meetings/sessions including Zen groups and use by other faith traditions; song circle.

Time Frame
January 2017: Schedule current ongoing groups as soon as plan is accepted—
January-March: Seek collaborators and start to schedule main events for 2017 and forward.

Budget
Income
- Rental of Oratory, upper and lower levels, tent space, and one residence
- Donations for liturgical events
- Grants/sponsorships for specific events

Expenses
- Share of staff time and building operating costs for Oratory and one residence—utilities, insurance, maintenance, phone, fire alarm (including phone lines), grounds keeping.

Future Outcomes
The Oratory continues to be a Grail sacred space and gradually become a spiritual and cultural center for the tri-state area welcoming a diverse interfaith community of women and men seeking the sacred in their lives. Ongoing evaluation to include participants, resource people and staff; criteria to be developed.

Goal #1—Objective #3
With 2017 as a planning year, explore with interested Xavier University faculty an integrative course on Care of the Earth, offering students a one- or two-semester course using the Oratory and north side as places of ritual, celebration, prayer and study. Contacts with several faculty members are already ongoing.

Time Frame
2017—one year for planning and organization
2018—first course in spring

Budget:
Income
- Use of facilities; fees from Xavier.

Expenses
- Share of staffing and building operating costs: utilities, insurance, routine maintenance, phone, grounds keeping, etc.

Future Outcomes
The educational component of the Grail's mission will be served in part by the continued development of relationships with area colleges and universities.

Goal #2

Women and marginalized people are empowered and served by the Grail's strong commitment to social justice, expressed in action locally, nationally and internationally.

Goal #2—Objective #1

Demonstrate a strong and visible commitment to justice issues, especially as they affect women, through collaboration and/or partnering options with local social justice organizations.

Time Frame

2017—continue to investigate and research possible collaboration options:

- Salvation Army re: housing trafficked women in a Grail Center residence
- Other possibilities include: Refugee Resettlement groups, Sanctuary City efforts, Intercommunity Justice and Peace, MARCC (Metropolitan Religious Coalition of Cincinnati) re: use of Grail Center buildings for housing or program use for marginalized groups
- These investigations will be done by members of the Grail Center staff and members of the Cincinnati Grail region, working together

2018 and beyond—ongoing collaboration

Budget

Income

- Rental of building $1,000 per month plus utilities

Expenses

- Share of staffing and building operating costs: insurance, routine maintenance, grounds keeping, etc.

Future Outcomes

Early in 2017 a decision is made to rent a building to a local justice group, which will staff and fund the project and be responsible for the daily care of the building. A Grail Center staff member negotiates rental cost, practical arrangements and agreements.

- Financially and socially responsible use of a building is made to meet local community needs in a way that is deeply connected to national and international Grail vision and goals, and helps to provide financial stability for the Grail Center.
- Communication with international Grail efforts around the issues of trafficking and immigration results in broader education for the whole Grail membership.
- Local Grail members volunteer to assist project staff and become local advocates for trafficked and/or immigrant women.
- Practical partnering with local social Justice groups leads to more local collaboration around justice concerns in the future.

Goal #2—Objective #2

The Grail Center is active in supporting, planning and resourcing local social justice efforts. The local justice community becomes familiar with the Grail Center as a resource for housing, programming, conferences and providing local services.

- Increase Grail regional members' active involvement with a variety of local justice groups, learn local needs, and be attentive to ways in which Grail/Grail Center resources can be used to meet those needs.

- Special attention will be paid to giving voice to the experience of rural women and dialogue between rural and (sub)urban women's life experience and needs.
- Grail members will meet monthly to share their experiences and learnings and participate in common study.

Time Frame

2017—Begin meeting monthly; Grail members become actively involved in local justice groups
2018—Explore initiation of rural and (sub)urban dialogue

Future Outcomes

- Grail members become active and are educated in local justice issues
- Collaborative relationships are established
- Grail members have short/long term learning experiences at the Grail Center through involvement in these projects

Goal #3

Women and others in the region and beyond experience a model of healthy earth/human relationship and an educational venue for sustainable and equitable methods of people care and earth care.

Goal #3—Objective #1

Add perennials (fruit and nut trees, berry and nut bushes, flowers, and vegetables) to the annuals in the north garden, grown for food and carbon sequestration, with plants started in the greenhouse, and marketing to grow over time, integrated with experiential education opportunities.

Time Frame

2017

- Continue to grow annuals, and add perennial crops to garden
- Maintain garden with large equipment
- Utilize greenhouse to grow plants for garden and resale
- Begin infrastructure development with small Eagle Scout water catchment project
- Install deer fence in small section of garden
- Partner with Taking Root to plant food producing trees in the Fal and landscape trees in the spring
- Carry out reduced experiential educational program for volunteers (Scouts and others), students (Xavier University and others), County youth (Youth Service Employment Program)

2018 – Design and add perennial crops to north garden; develop small educational program with partners and seek funding

2019 and beyond – As project capacity grows, explore with Xavier University the possibility of developing experiential semester program

Budget

Income

- Farmers Market - $2-4,000
- Direct sales of plants and produce - $500-1,000
- Possible grant funding in the future

Expense

- Staff time for coordination, growing and maintaining garden and organizing experiential opportunities – initially about 365 hours;
- Equipment operation and maintenance costs.

Future outcomes

- Volunteers, youth from the County Youth Service Employment Program, Xavier University students and others learn about food justice, the value of organic and nutrient dense food, the benefits of forest farming, and make a spiritual connection with the land.
- Elimination of Kitchen Garden and south side collaborations will significantly curtail educational efforts until food growing capacity is developed on the north side. This will require several years to build, and will take Grailville off the cutting edge of sustainable agriculture experiential education.
- The atmosphere, the wildlife, and the surrounding ecosystem eventually benefit from greater biodiversity and carbon sequestration. Organic land is maintained in production and stays in Current Agricultural Use Valuation.

Goal #3—Objective #2

Facilitate a project that provides community members and others, particularly women and children, with better nutritional choices by producing beans and grains on some land on the north side, to provide food for the hungry. A portion of the crop would be directly donated, with most of the crop sold and profits used to fund local and international charities dedicated to feeding the hungry.

Time Frame

- 2017—Work with Greg Patterson in creating his final production, processing and distribution plan and preparing land using Grail and rented equipment.
- 2018 – Facilitate Greg's pilot project with 3 acres of black beans, with volunteers, using Grail and rented equipment as needed.
- 2019 and beyond – Make possible expansion to 8-10 acres of grains and beans. Begin to partner with others for educational programs.

Budget

Income Rental of acreage beginning in 2018; grant money possible in future years
Expense Staff time for planning, machine work, and education—about 50 hours; water from Ark (municipal and rainwater catchment)

Future outcomes

People will have the opportunity to receive healthy, local, organic grains and beans and to benefit from sales income. Some will have the opportunity to learn about nutrient dense food and how to prepare it. The project will put organic land into production. Volunteers will have opportunities to learn about nutritional food choices, food justice, and care for the earth. Future educational programs can evolve.

Goal #3—Objective #3

For the long term, develop a planning process that aims at producing an ongoing five-year integrated ecologically and economically sustainable farm plan that is continuously looking ahead in order to utilize land for its highest and best "social profit".

- Incorporate ways to engage partners (such as Cincinnati Permaculture Institute) in developing integrated holistic design
- Create an on-going small volunteer land advisory team that is focused on how this plan integrates with the rest of the Grail Center
- Plan will
  - support an attractive venue for additional growers
  - provide for infrastructure development (water, fencing, and building construction)
  - provide for improvement in soil fertility and preparation for cropping by finding a farmer to put up temporary fencing and graze the land with cattle
  - provide for engaging suitable collaborators to utilize the land
  - include education about economic systems that put at risk the most vulnerable
  - maintain organic certification

Time Frame

2017 – Form group and develop preliminary 5-year plan, look for and manage arrangements with collaborators, and mow fields to keep them clear for future use.
2018 – Finalize plan, look another year ahead, look for partners, and mow fields.
2019 and beyond – Evaluate plan, look another year ahead, get partners in place in order to build capacity for future educational efforts.

Budget

This planning process would not generate income, but a local group would have limited expenses. Infrastructure expenses could be significant without collaboration with resourceful farmers and other individuals; government grants could be utilized but these require a track record which we do not have on the north side.

Future Outcomes

An effective plan is in place that leads to individual and social transformation

- Earth education is fully integrated into the Grail Center, with a sustainable venue for education, production, and care of the earth that addresses climate change as a major crisis of our time
- The Grail Center addresses long term systemic issues of food and environmental justice and clearly relates care of the earth to spiritual values
- The Grail Center will increase our potential for cooperation with other individuals and organizations and expand upon our leadership position in earth education
- Future planning for the land is put on a solid footing
- The Grail Center is in a good position to adapt to changing needs, and to new responses to the question “What ails thee?”

Goal #4

The arts and culture will be interwoven into the community life of the Grail Center as a spiritually sustaining, living, and healing expression of gratitude, love and stewardship for our mother earth, her seasons and peoples.

Background

The value of the arts in Grail culture is woven through our history. As a creative international movement the Grail seeks an understanding and healing expression of what ails our world. The Grail Center will seek to foster creative expression in the life of the Grail, the local community and the world.

Goal #4—Objective #1

Formation of a Grail Center Artist Circle to document the lives of women and the integration of land and spirit will include a yearly exhibit in the Oratory starting in Fall 2018 with a photographic exhibit: Woman and the Land.

Time Frame

- 2017 spring/summer — formation of initial collective members
- 2017 spring/summer — move Walker Hanging System from Dining Room to the Oratory
- 2017 spring/summer — grant writing/funder recruitment
- 2018 fall — Woman and the Land photo exhibit in the Oratory

Budget:

Income

- Rent for meeting space $300 per year
- Sponsorships and donations
- Grant writing
- Artist's donations of percentage of sales

Expense

- Digital projector
- Share of staff time and building and communication costs
- Framing
- Public Relations expenses

Future Outcomes

- The Grail Center Artist Circle and annual exhibit will become an outreach and fundraising tool by creative engagement with our mission
- Collaboration with The FotoFocus Biennial, an ongoing tri-state community celebration of photography.

Goal #4—Objective #2

The Grail at Grailville Committee supports the establishment of a Grail Heritage Project at the Grail Center in order to make accessible the Grail's rich history of women working to transform the world.

A separate document is being prepared by the Heritage sub-committee for submission to the Collections Committee and to Council.

Time Frame

- 2017 Fall —working group to be formed
- Time frame to be determined by working group

Budget

- The Grail
- Donations

Future Outcomes

- The Heritage project could be a powerful Grail formation tool.
- The Heritage Project could be a passive Grail education tool for those renting and visiting the Oratory.

OVERALL MANAGEMENT AND GOVERNANCE

For the purpose of this proposal and not knowing the disposition of south side Grailville property, the following points assume that the north side Grail Center will be managed independently of the management of the south side property.

Physical Facilities

The Grail Center will be composed of the following buildings and the north side acreage.

> **Tidings** will serve as the Grail Living Room—the center for programming, hospitality, and rental to select groups for short-term retreats. (See Attachment B—New Grail Hospitality House)
>
> **Pneuma** will be rented for on-going social justice use. (See Goal #2—Objective #1)
>
> **The Ark** will serve as a residence for staff/guests of the Grail Center (See Attachment C —Rationale for Residency at a Grail Center, and Attachment D—The Ark)
>
> **The Oratory** will serve as a center for ritual and celebrations and for rental to other faith communities. The lower level of the Oratory will house offices, additional meeting/dining space and the Grail Archives.

Each of these buildings will require cleaning, painting and upgrading. Additionally, some sections of the lower level of the Oratory will require sound proofing in order not to interfere with use on the main floor.

Use of the north side acreage is detailed in Goal #3.

Staff

Management and staffing will be done by one and a half paid, full time equivalent positions, shared by Grail members (paid and volunteer), employees, and resident staff who may have barter arrangements.

Responsibilities include:

- care of north side Grail Center buildings and property
- booking rental groups
- monitoring budget and finances
- program development
- outreach to the local community and Grail
- coordination of staff and volunteers
- north side land management
- hospitality for Grail members and short term resident staff
- possible care of Grail Archives
- fund raising events and grant writing with local board/advisory group members
- accountability to local board/advisory group and National Grail leadership

Volunteers

Grail and non-Grail volunteers are cultivated for a variety of involvements, including but not limited to:

- communication/publicity work regarding Grail Center activities
- program development and facilitation
- land based educational projects
- seasonal needs (maintenance, weeding, planting, etc) in coordination with local service projects providing work experience to clients

The Who
The following Grail members and friends have expressed an interest in staffing or volunteering: Julia Almaguer, Vivian Corres, Joy France, Martha Heidkamp, Becky Hill (Heritage Project), Doris Johnson, Sharon Joslyn, Mary Lu Lageman, Mary Kay Louchart, Terry Marshall, Joyce Minkler, Elizabeth Murphy (Arts Circle), Elizabeth Robinson (Arts Circle), Shirley Piazza, Katie Sellers, Emily Snyder, Ann Steffy, and others.

Other Partners
See the list of supportive letters in Attachment A. These and other groups will be approached to provide support and partnering in the development of The Grail Center and for individual projects and fundraising.

Governance
The Grail Center will have a local board or advisory circle composed of 7-9 local people, Grail and non-Grail, familiar with Grailville and willing to help develop the public face of the new Grail Center and to raise funds.

Members will serve two and three year terms with responsibility for:

- staff support and management
- outreach to the local community
- fundraising

One Grail staff member will be an ex-officio member of this board/advisory circle and with one member of the board/advisory circle will represent The Grail Center to the National Grail Council at the Council's twice yearly meetings. One Grail member will be the continuing liaison with the National Grail Council.

Inauguration and Fundraising
One to three public events will be held in the first eighteen months to engage the local community and introduce them to the new Grail Center. One event will have a fundraising focus, organized in collaboration with the local board/advisory circle, staff and volunteers. Objectives of these events:

- build relationships with the surrounding community and like minded organizations
- provide the ground work for future collaboration and programming
- identify fundraising sources and partners

Evaluation
Recognizing the challenges inherent in measuring an organization's "social profit", the end result of an assessment process is to measure how well the outcomes of our work achieve the goals and objectives of the plan.

- Once the plan is approved and implementation begins: Essential aspects of the work will be identified in order to determine how well that work is accomplished. Criteria will be developed for each activity by those most involved with that activity in conjunction with the local board/advisory circle. Criteria will define levels of performance along a continuum from poor to excellent and will include both qualitative and quantitative measures of success. Assessment will be used as a way to review work done, with a focus on work that is yet to happen, enabling future action to be built on what is learned.
- Evaluation consultations will be held as often as needed and appropriate for specific activities by the staff, employees, volunteers and participants involved in those activities.
- The local board/advisory circle will design the evaluation process and receive evaluation reports.

Grail Center at Grailville

12-Month Operating Budget

(After 3 - 6 months of start up time)

SUMMARY

	Operating Budget (12 mos)	Total Land + Buildings (12 mos)	Program, Admin, All Else (12 mos)
Ordinary Income / Expense			
Income			
Total Contributed support	$ 22,250	$ -	$ 22,250
Total Earned revenue	47,225	44,725	2,500
Total Inc from othr Grail entity	55,700	5,700	50,000
Total Income	**$ 125,175**	**$ 50,425**	**$ 74,750**
Expense			
Total Salaries/Rel + oth pers	$ 68,875	$ -	$ 68,875
Total Adm/Pgm Non-pers exp	11,300	3,600	7,700
Total Occupancy expenses	37,450	32,850	4,600
Total Other/Misc expenses	7,550	1,500	6,050
Total Expense	**$ 125,175**	**$ 37,950**	**$ 87,225**
Net Income / (Loss)	**$ -**	**$ 12,475**	**$ (12,475)**

The DETAIL supporting this SUMMARY is on page 14 with an accompanying NARRATIVE on page 15. Information on Start-Up, Implementation and Infrastructure Costs is on page 16.

Grail Center at Grailville -- 12-Month Operating Budget

(After 3 - 6 months of start up time)

	Operating Budget (12 mos)	Land and Buildings - Direct Income + Expense						Program, Admin, All Else
		North Side Acreage (12 mos)	PNEUMA (12 mos)	TIDINGS (12 mos)	ARK (12 mos)	ORATORY (12 mos)	Total Land + Buildings (12 mos)	
Ordinary Income/Expense								
Income								
4011 · Member Giving	22,250.00	-	-	-	-	-	-	22,250.00
4013 · Individual Non-Member Giving	-	-	-	-	-	-	-	-
4019a · Comm-Gen Support - Sponsorships	-	-	-	-	-	-	-	-
4019b · Comm-Gen Support - Fundraising	-	-	-	-	-	-	-	-
Total 4010 · Indiv/business contribution	22,250.00	-	-	-	-	-	-	22,250.00
4030 · Planned Giving & Bequests	-	-	-	-	-	-	-	-
Total 4 · Contributed support	22,250.00	-	-	-	-	-	-	22,250.00
5 · Earned revenues								
5005 · Program Revenue								
5011.1 · Program - Bldg/Space Rent	25,150.00			5,050.00	-	6,300.00	11,350.00	13,800.00
5011.2 · Program - R&R	1,800.00	-	-	1,800.00	-	-	1,800.00	-
5011.3 · Rent of Facilities-Ongoing	9,500.00	3,600.00	13,800.00	-	-	5,900.00	23,300.00	(13,800.00)
Total 5011 · Rent of Facilities	36,450.00	3,600.00	13,800.00	6,850.00	-	12,200.00	36,450.00	-
5014 · Rent from Center Residents	6,000.00	-	-	-	6,000.00	-	6,000.00	-
5015 · Sale of Products	2,275.00	2,275.00	-	-	-	-	2,275.00	-
Program Fees	2,500.00	-	-	-	-	-	-	2,500.00
Total 5005 · Program Revenue	47,225.00	5,875.00	13,800.00	6,850.00	6,000.00	12,200.00	44,725.00	2,500.00
5490 · Miscellaneous revenue	-	-	-	-	-	-	-	-
Total 5 · Earned revenues	47,225.00	5,875.00	13,800.00	6,850.00	6,000.00	12,200.00	44,725.00	2,500.00
5600 · Income from another Grail entity								
5605 · R&B/Facilit (oth Grail ent, eg Council)	1,500.00	-	-	1,500.00	-	-	1,500.00	-
5610 · Rent (oth Grail ent, eg Natl Office)	4,200.00	-	-	-	-	4,200.00	4,200.00	-
5620 · Endowment Draw & Other (oth Grail ent)	50,000.00	-	-	-	-	-	-	50,000.00
Total 5600 · Income from another Grail entity	55,700.00	-	-	1,500.00	0.00	4,200.00	5,700.00	50,000.00
Total Income	**125,175.00**	**5,875.00**	**13,800.00**	**8,350.00**	**6,000.00**	**16,400.00**	**50,425.00**	**74,750.00**
Expense								
Total 7200+7500 · Salaries/Rltd+Oth personnel	68,875.00	-	-	-	-	-	-	68,875.00
8100 · Admin / Pgm Non-personnel expenses								
8125 · Outreach/Promotion	1,000.00	-	-	-	-	-	-	1,000.00
8140 · General Pstg/Ship + Printing	1,000.00	-	-	-	-	-	-	1,000.00
8162 · Office Equip (incl Rental/Maint)\	1,000.00	-	-	-	-	-	-	1,000.00
8164 · Supplies/Office	1,000.00	-	-	-	-	-	-	1,000.00
8172 · Communication-phone/internet/WIFI	4,800.00	-	-	1,200.00	1,200.00	1,200.00	3,600.00	1,200.00
8173 · Website Fees	500.00	-	-	-	-	-	0.00	500.00
8176 · Tech & Computer Services	1,500.00	-	-	-	-	-	0.00	1,500.00
8180 · Bank charges/Investment Fees	500.00	-	-	-	-	-	0.00	500.00
Total 8100 · Admin / Pgm Non-personnel exp	11,300.00	-	-	1,200.00	1,200.00	1,200.00	3,600.00	7,700.00
8200 · Occupancy expenses								
8210 · Utilities	19,500.00	-	4,000.00	5,000.00	2,500.00	8,000.00	19,500.00	-
8220 · Commercial Property Insurance-L	8,100.00	-	1,100.00	1,100.00	1,100.00	4,800.00	8,100.00	-
8230 · Maint-Routine (incl Oratory alarm system)	5,000.00	-	600.00	800.00	1,200.00	2,400.00	5,000.00	-
8240 · Supplies - Maint.	600.00	-	-	-	-	-	-	600.00
8250 · Taxes,Licenses/Permits&Inspectn	1,750.00	250.00	-	-	-	-	250.00	1,500.00
8260 · Bldgs & Grounds Services	1,900.00	-	-	-	-	-	-	1,900.00
8280 · Equipment Rental & Maintenance	600.00	-	-	-	-	-	-	600.00
Total 8200 · Occupancy expenses	37,450.00	250.00	5,700.00	6,900.00	4,800.00	15,200.00	32,850.00	4,600.00
8500 · Other/Misc expenses								
Farmland - Warren Cty prop tax (CAUV)	1,500.00	1,500.00	-	-	-	-	1,500.00	-
8530 · Organization membership dues/fees	350.00	-	-	-	-	-	-	350.00
Contingency	5,700.00	-	-	-	-	-	-	5,700.00
Total 8500 · Other/Misc expenses	7,550.00	1,500.00	-	-	-	-	1,500.00	6,050.00
Total Expense	**125,175.00**	**1,750.00**	**5,700.00**	**8,100.00**	**6,000.00**	**16,400.00**	**37,950.00**	**87,225.00**
Net Income / (Loss)	**-**	**4,125.00**	**8,100.00**	**250.00**	**-**	**-**	**12,475.00**	**(12,475.00)**

NARRATIVE for Grail Center at Grailville Operating Budget (12-mo)

The operating budget demonstrates the feasibility of a Grail Center at Grailville, as envisioned in the Grail at Grailville proposal, breaking-even on an annual basis. This assumes that initial and subsequent expenditures are incurred separately for start-up, implementation and infrastructure costs. Some of these are outlined on the following page.

The operating budget is based on the National Grail's chart of accounts, wherever that is known. It does not reflect actual contracts or agreements, unless they are already in place. We are grateful for the detailed financial reports, provided by Terri Puckett and Kelly Lipp, for Grailville overall from 2014 - Aug 2016, as well as detail for income and expenses tracked at the building level. They provided additional insight into these figures via in-person discussion and email in late September.

Note: Numbers reflect line item numbers in the preceding budget

INCOME -- $125,175

- **Total 4 - Contributed Support: $22,250** is shown on Member Giving line only, an amount in keeping with earlier years. It is expected that the total will reflect funds received in the other categories as well.
- **Program Revenue - primarily by Land/Bldg: $47,225 --** where applicable, rates listed on GV website are used
  - North side acreage: $5,875 -- Children's Meeting House lease - $300/mo, Farmer's Market - $2,275
  - Pneuma: $13,800 -- long-term rental (social justice group) - $900/mo plus utilities, also responsible for own phone
  - Tidings: $6,850 --2-night weekends by select groups -7 @ $720, R&R - 30 nights @ $60
  - Ark: $6,000 -- 2 residents @ $250/month each
  - Oratory: $12,200 -- weddings (average) - 8 @ $800 or 9 @ $700; spirituality groups @ average $115/wk
  - Program Fees: $2,500 -- this is a placeholder amount until more detailed planning is done after approval
- **Income from another Grail entity: $55,700 --** e.g. Council meetings - $1,500; National Office rent @ $350/mo; Endowment earnings - $50,000

EXPENSE -- $125,175

- **Total 7200+7500 - Salaries/Related + Other personnel: $68,875** -- All staff roles are planned to be held by part-timers, a combination of Grail members and others, serving as a mix of employees, contractors, barter arrangements, volunteers, etc. The budget is based on 1.5 full-time equivalent (FTE) staff at the $20/hr rate of current professional staff, although this amount will be used to cover a variety of staff earning various rates. Taxes and fees are assumed to increase the cost by 10% of hourly rate. (This line item does NOT include personnel already accounted for in other budget lines, such as Website Fees, Tech & Computer Services, Building Maint - Routine.)
- **Total 8100 - Admin/Program Non-personnel expenses: $11,300 -**- These are general support expenses for program and administration. Individual line-item descriptions are fairly self-explanatory. The intent of the Communications item is to provide WI-FI in each building used for programming, as well as Grail Center office's overall communication needs.
- **Total 8200 Occupancy expenses: $37,450**
  - Utilities: $19,500 -- allocated by building, account for more than half of total occupancy costs. This is notoriously hard to predict, as it depends on weather, as well as building usage, specific equipment and utility rates. That is compounded by Grail Center buildings being changed to new uses and new usage patterns.
  - Other line items: most descriptions are self-explanatory; several have detailed sub-accounts:
    - 8230 Maint-Routine: carpentry, electrical, security systems, furnace/HVAC, painting, plumbing, insect control
    - 8240 Supplies - Maint: cleaning & general (light bulbs), paper goods (TP, towels, liners), misc.
    - 8260 Bldgs & Grounds Services: garbage/recycling, mowing/landscaping (fuel, equip), roads, gravel, plants/trees
- **Total 8500 Other/Misc expenses: $7,550**
  - Farmland - Warren County property tax (CAUV): $1,500 -- based on taxes being paid at agricultural usage rate
  - Organization membership dues/fees: $350 -- includes Farmer's Market
  - Contingency: $5,700 -- This line item covers forgotten or drastically mis-projected expenses due to the newness of the budget and planning process, as well as program expenses not-yet planned in detail until proposal approved.

Start-Up, Implementation and Infrastructure Costs

2017 - Office Equipment and Communications Infrastructure:

Assuming some office equipment and furniture will be available from Metanoia, we anticipate the need, starting in 2017, for a combined copier/printer/fax/scanner and possibly one more computer at a cost of approximately $3-5,000. An alternative to buying the copier is leasing on an annual basis.

Depending on the status of infrastructure from prior phone service in the north side buildings, Terri Puckett thinks the cost of installing lines to those buildings may be substantial. No research has been done on this yet.

2017 - Major Maintenance, Foregone Income and Staff Planning Lags:

We are aware that Terri is compiling a list with cost estimates of capital ('major maintenance") projects for each building. That is a work in progress and will incur substantial costs. Some expenses, however, are less tangible and harder to project, including "foregone income" resulting from these projects. For example, the operating budget projects an income stream for Pneuma for the full 12-months, as well as rental income from the National Office in the Oratory basement. Both those items are dependent, among other things, on capital projects being completed. The related time lags are one of many "moving parts" which preclude the presentation of a Grail Center budget effective from "Day 1".

Much detailed planning, including discussions with external parties, will need to be done once the Grail Center proposal is approved. This will require many intensive weeks and even months of staff time prior to the related income streams being realized. Although some aspects of this may be done by volunteers, the on-going staff needs to be deeply involved. Thus, it is unlikely that it will be undertaken exclusively by volunteers. The break-even annual operating budget assumes that there is staff in place which has already engaged in robust on-going planning processes and implementation activities for at least a few months.

2017 - 2018 -- Infrastructure costs for the north side land:

For 2017 we have access to south side buildings, water use, and vegetable storage. We need to begin improving the north side soil in order to increase fertility, potential for use, and value of the land, a process likely to continue through 2018. Estimated cost is $3-5,000; an alternative is to engage a cattle farmer to install temporary fencing and put cattle on that land.

For 2018 and beyond we may incur substantial infrastructure costs that could be $100,000 or more.

- Buildings – When we no longer have access to the barns, the Milk and Honey House, and the straw-bale building, we will need
  - 50 X 50 foot barn or shed to store equipment with electricity, possibly $10-20,000
  - Facility to clean and store vegetables with municipal water and refrigeration, possibly $30-50,000
- Water – There is currently no water access on the north side. We will need
  - Pond for irrigation and watering animals; cost is site specific but could be $30-40,000
  - Municipal water line from Ark or Oratory for cleaning produce; cost depends on length of line and is presumed in building cost.
- Fencing – There is no useable fencing on the north side. We will need fencing for pasture (less costly) and/or for deer protection for crops (more costly). Estimates range from $20-35,000.

There are federal grants for various farming projects on land that is already being farmed, which is not the case on the north side; some funding for a pond may be possible.

Equipment replacement costs are not accounted for –

- The farm equipment is old, fully depreciated, and in need of constant repair.
- Beyond 2017, we are likely to lose the know-how and skills to adequately maintain the equipment and will incur substantial equipment maintenance costs.
- At some point, this equipment will no longer be serviceable and will need to be replaced.