

**Vision:** Called by our spiritual values, The Grail envisions a world of peace, justice and renewal of the earth, brought about by women working together as catalysts for change.

**Mission Goals:** The Grail in the U.S. empowers women to work for world transformation by: building bridges among diverse faith traditions and spiritual paths, advancing peace, justice and a world free from military dominance, fostering international exchange and solidarity, challenging economic systems that put at risk the most vulnerable, especially women and children, creating communities for a sustainable future, celebrating the arts as a means for personal and societal transformation

**Resolutions:** To become antiracist internally and externally viewing all our activities through an antiracist lens. Rebuilding the Grail's spiritual core in community.

**1.24.2019-1.27.2019** US Grail Council Meeting Fort Myers, FL: Present: Facilitator: Barbara Stanbridge, Deborah Sullivan, April Goering, Lucy Jones, Renee Wormack-Keels, Sally Timmel, Judy Alves, Pamela Cobey. For Budget part of meeting Kelly Lipp Finance Director and Terrie Puckett Executive Director were present.

1.24.2019:

Centering: Alice Walker Poem.

Check-in. How I come spiritually, emotionally, physically.

1.25.2019

Centering: Ruth Gallant Poem.

Goals: Look at time-line, By-laws, CW piece, national gathering and regional meetings, pros and cons of changing structure.

## I. Background: Steps in Organizational Decline

1. Blinded: to what is going on in the larger environment: denial of demographics/aging; influence of technology; cultural value shifts; in Grail the implications of no longer having nucleus members available to work fulltime for the Grail.
2. Inaction: Do not address the decline. Repetition of same ineffective action.
3. Faulty Action: Actions that do not make any sense. Restructuring is a common red herring that is a faulty action that leads right back to inaction.
4. Crisis: In crisis now and whoever will be on Council needs to know that we will be doing crisis management for the next 5 years. (Inserted this under NLT transition and need to recruit new members of Council.)
5. Dissolution

## II. Timeline

1. Story was written and approved but not sent out related to questions about timing of CW proposal due date of January 19. Concern that it could appear to negate the CW proposal before it was presented to Council.
2. Discussion on differing points of view (POV) related to
  - a. difficult truth can be kind versus difficult truth is unkind

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- b. leading by fear/timidity/condescension versus leading by being protective, loving and kind
  - c. There will always be members who are not going to like Council versus Council should avoid taking actions that could lead members to perceive it as high-handed.
  - d. The purpose of Council is to keep members happy versus the purpose of Council is to advance the unique and necessary reason/purpose for which the Grail exists—without which nothing is left.
3. Not rolling out the plan is a sign of being in Hospice. We have lost our purpose for being.

Suggestion: Read Failure of Nerve by Edwin Friedman. (Standing firm in the midst of others' anxiety and reactivity) Synopsis: <http://highpointjourney.com/wp-content/uploads/2016/04/Synopsis—A-Failure-of-Nerve.pdf>

### III. Regional Meetings:

1. Within the context of Story:
  - a. Seeing the reality: demographics, capacity, finances. **Ultimate Goal:** We want members to see what we see so that they can find their place in the new story.
  - b. Grieving: The Grail as we once knew no longer exists.
  - c. Celebrating all that has been (with gratitude for past and without guilt for what we can no longer do)
  - d. Celebrating the new (a new generation defining a new future)
2. Follow-up on GA Resolutions:
  - a. To become antiracist internally and externally viewing all our activities through an antiracist lens. Note that systemic racism undergirds environmental racism. Note infusion of energy in response to antiracist initiatives occurring in Grail in the US and internationally.
  - b. Rebuilding the Grail's spiritual core in community.
3. Where:
  - a. Midwest: (Likely Twin Towers Cincinnati)
  - b. West: (Likely Pilgrim Place)
  - c. East: (Likely NY/Bronx)
4. When:
  - a. Save the Date: ASAP by mid-February
  - b. Event: Spring 2019: May
5. Who:
  - a. Renee will ask possible planners/facilitators:
    - i. Maureen Tate
    - ii. Maureen Laughlin
    - iii. Donna Bivens
    - iv. Meck Groot
    - v. Monica Maher
    - vi. Beth Rosen
  - b. Renee will work with facilitators on development of program content, process and implementation.

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- c. Sally and Terrie will provide a list of what needs to be done for a regional meeting and Terrie will assure provision of administrative support for the Regional Meeting team.

#### IV. Antiracism Retreat:

1. Where: Do not know. A Monkey Survey will be sent out next week to members to determine who will be coming before deciding the location for the retreat. Decision on place to be made by mid-February by the Antiracism Working Group.
2. When: Fall 2019
3. Who:
  - a. Planners: Antiracism Working Group: Renee, Carol Barton, Carol Skyrn
  - b. Attendees: Planners will decide if retreat will open to group wider than Grail.
4. What: Expert antiracism facilitators Donna Bivens and Melanie Morrison will lead the retreat in which women of color together and white women together will do their own work. The retreat will be for the whole of the Grail together rather than regions.
5. Suggestions for Council Members:
  - a. See Rev. Dr. Kelly Brown Douglas youtube: Stand Your Ground: Black Bodies and the Justice of God: [https://youtu.be/0OsLvH1\\_6qg](https://youtu.be/0OsLvH1_6qg) .
  - b. Also see Dr. Ibram X. Kendi youtube: Stamped from the Beginning: The Definitive History of Racist Ideas in America: <https://youtu.be/cIXj-c6Dbps>
  - c. Field trip to The Freedom Center in Cincinnati

#### V. National Gathering:

1. Consider a new place for the gathering to help see a new reality: e.g. Baltimore, New Orleans

**Decision:** 1) Move the National Gathering to Spring 2020. 2) Consider a new place.

#### VI. Bylaws Discussion:

1. Discussed changing the bylaw on membership voting from the 2/3 majority to win the vote to a simple majority to win the vote, noting that 2/3 majority voting is minority rule.
2. Arguments for maintaining 2/3 majority vote:
  - a. Changing the vote at this time to a simple majority is changing the goal post when votes for sales could be imminent.
  - b. Changing the vote for a big decision feels high-handed.
  - c. Changing the vote dismisses how (some) members perceive Council
  - d. Not changing the vote at this time protects members from being bombarded with change.
3. Arguments for changing the vote to a simple majority
  - a. It is our role as leaders to respond to the current reality. Simple majority voting ensures that a foundation is in place for the passage of

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- recommended initiatives. If we do not change to a simple majority then we bear the responsibility for putting the passage of needed initiatives at significant risk.
- b. 2/3 supermajority voting can undermine the will of the majority and at both significant financial burden to the Grail and significant loss of effort put into initiatives by Grail committees.
4. Per our Council Response to the CW Proposal: If put to the membership for a vote, the CW proposal will have to pass by a 2/3 majority.

**Decision/Vote:** The following changes to the bylaws were unanimously supported:

- i. Article 1 The Grail C. Purposes: The Grail is formed to operate for such spiritual and educational... (change religious to spiritual.) To conduct and maintain educational opportunities of learning. (Change *institutions, or intstitutions of learning* to opportunities of learning.) Delete: To operate an environmental training and retreat center or centers. Delete: To promote the application of religious principles to everyday life.
- ii. Article 2. Council A. Membership: Delete: The National Director, if applicable, shall be an ex-officio, non-voting member of the Council. Add: The Executive Director is not a member of Council.
- iii. Article 3. Officers of the Grail C. Responsibilities f.: Develop and implement an annual review of the Executive Director who reports directly to Council. (Change National Director to Executive Director.)
- iv. Article 3. Officers of the Grail C. Responsibilities g. v.: Delete Be Custodian of the records of the Council. Add: The records of Council will be archived by the Executive Director.
- v. Article 5 Committees / Teams of the Council 2. Standing Committees shall usually be chaired by Council Members and may include non-Council members. (Add word ideally.)
- vi. Article 6 Standing Committees; A. Executive Committee: Delete: The National Director, if applicable, shall be an ex-officio (non-voting) member of the Executive Committee. Add: The Executive Director, if applicable, will attend as needed, the meetings of the Executive Committee.
- vii. Article 9 Conflict of interest; F: Council members, committee members, employees and agents of the Grail shall not disclose confidential Grail-related information, except as required to discharge their duties as Council members. (Add committee members, employees and agents of the Grail and delete as Council members.)
- viii. Article II Council: The International Council Representative may be an ex-officio, non-voting member of Council. (Change word *shall* to the word may.)

These changes will be posted for 30 days for consideration and feedback from members. At the end of the 30 day period Council will take feedback into consideration and make the final decision re: acceptance of these proposed changes.

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#### VI. Pros and Cons of Changing Structure:

1. Background: After the 2017 GA, Sally asked the GA planners to present a list of their recommendations to Council, one of which was to create a task-force to look at changing the governing structure of the Grail. GA planner, Mary Heidkamp noted to Pam Cobey that the structure could change within the course of the year (thus an executive director might not be necessary). This was not named as a resolution of the GA nor was it named as an outcome/direction of the GA. During the GA there was a 45 minute session in which groups of members were asked to surface their expectations of themselves as members and their expectations of Council members and to note their responses on a flip chart. This session occurred in response to Maureen Tate's input to the GA planners that the GA address the Grail *crisis of leadership*. Some of the responses recorded on the flip charts noted a desire to evaluate/change the governing structure of the Grail.
2. The *crisis of leadership* is related to our capacity/demographics, not to our structure.
3. Organizational consultant and Grail member, Mary Heidkamp notes that US Grail members do not respect any leadership and that a change of structure would not change this fact.
4. Changing structure in a declining organization does not move us forward in any meaningful way.
5. The current structure was put in place in 2003 related to lack of capacity. It was evaluated a year early with the Extraordinary GA of 2005.
6. Younger women avoid being with organizations that vent rage because they have more exposure to equality.
7. It is evident that as Grail we have not evolved/matured. E.g. Argument that *not being heard* when in reality members are not agreed with.
8. The Grail is de-energized by its focus on land retention.

**Decision:** Create an organizational survey / Survey Monkey to evaluate organizational capacity, structure and leadership with 10 questions to be sent out by mid-February. (Sally and Barbara will create survey today.)

1.26.2019

Council Response to CW Proposal, Conference call with Kelly Lipp and Terrie Puckett for preliminary approval of 2019 budget, discussion of council relationships

#### VII. Budget:

1. Preliminary Discussion:
  - a. Sale of land is not income. It is an (equal) exchange of assets. That is, a real estate asset is converted to a monetary asset.
  - b. Council could request that the self-defined NY region advise Council re: use of non-designated funds from the NY Fund (totaling \$57,000) for CSW and/or new initiatives at CW.
  - c. There is no clarity on the use of the NY Fund

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- d. The 2019 for the Young Women's Initiative is proposed to be \$20,000-\$30,000.
- e. The cost for three regionals needs to be in the budget for 2019
- f. The proposed budget for the antiracism retreat is \$35,000 and needs to be put in the budget
- g. There will be no National Gathering in 2019.
- h. Whatever happens with CW will alter the budget for 2019.
- i. Recommend putting \$5,000 in budget for possible technical assistance for CW proposers.
- j. Council is asking for earlier preparation of the annual budget: begin annual budget draft in July and have first draft ready in time for the fall face-to-face Council meeting.
- k. Revenue is down for 2018 and will be down for 2019.
  - i. No revenue from centers.
  - ii. Many members have not yet made Grail donations for 2018 and MDET (Membership Development and Enrichment Team) is following up.
  - iii. Grailville rentals are not enough to cover the cost of occupancy—costs to flip buildings multiple times a month with short rentals.
- l. CW assumption that staffing will end March 31, 2019.
- m. CW accounting in process of transition to the National Office.
- n. Grail is awaiting response from the State of Ohio for refund of taxes paid to Warren County. Warren County has no preferential status for non-profits. The State has to see that the Warren County property is not generating income (from agriculture). This could take 9 months or longer. Funds are budgeted for legal assistance should the State fail to award non-profit status.
- o. Operational costs for Donor Perfect are now all allotted to the National Office.
- p. The US Grail has been sending \$10,000 to the International Grail annually for solidarity.
- q. The budgeted loss for 2019 is currently estimated to be \$40,000 more than 2018 (due to loss of revenue as noted above.)
- r. Costs for wages and utilities are down for 2019.
- s. There is a trend of coming in under budget.
- t. The Grail has been treating 4.5% of the GV endowment as annual income from the interest of the investment but 4.5% of the endowment does not cover GV costs. GV costs total 5%-6% of the endowment annually.
- u. Expenses that exceed income are taken from the designated endowment: GV costs from GV endowment and CW costs from CW endowment. Do we want to continue with this policy? (We did not designate a process for this discussion. Perhaps April will take it to the Finance Committee?)
- v. Remember that land and other sales are not income (exchange of one type of asset for another) and that reporting it as such gives a false sense of security.
- w. The CW portfolio is at \$98,000 currently, \$42,000 of which is donor restricted for use by women in need to attend Grail educational initiatives.

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- x. NY region fund is at \$127,602. It was started with funds from sale of the Brooklyn property. It is not donor restricted. There is an underlying assumption that it is for the use of the NY region.

**Decision/Vote:**

1. Budget approved preliminarily with the exception of the following changes:
  - a. Adjust cost of new initiative to \$20,000-\$30,000 / year.
  - b. Add cost of 3 regional meetings.
  - c. Add \$35,000 to budget for the antiracism retreat
  - d. No budget for National Gathering in 2019.
  - e. Whatever happens with CW will alter the budget for 2019.
  - f. Add \$5,000 to budget for possible technical assistance for CW proposers.
2. Begin annual budget draft in July and have first draft ready in time for the fall face-to-face Council meeting. (April will work with Finance Manager, Kelly Lipp, and Finance Committee to assure that this will happen.)
3. Recommend using a line graph showing portfolio income, expenses, donations, sales etc. to paint a picture and show trends. See e.g. in Appendix A page 17.

VIII. CW Proposal

1. Preliminary Discussion:

- a. The proposers got together with a larger group of Grail members a week ago to put together the proposal they submitted to us on January 20.
- b. Teagan Blackburn contributed to this version with Ieva Zadina and Joy Garland.
- c. The proposal is not significantly different and remains not fully formed.
- d. If the (completed) CW proposal goes out to the membership for a vote, the current Grail reality/demographics, finances etc. needs to go out with it.

2. Exercise: with kindness, turning CW Proposal down.

- a. Did not follow the guidelines:
- b. No needs assessment
- c. Did not ask for assistance in proposal development for successful application or avail selves of assistance offered by Council.
- d. Budget is not realistic or understandable
- e. Lack of leadership capacity/missing executive leadership
- f. Lack of confidence in capacity of the Grail to carry this out at this time
- g. No adequate Business Plan
- h. No adequate Strategic Plan
- i. Partnerships/collaborators not spelled out
- j. No Memorandums of Understanding
- k. No adequate evaluation plan
- l. How to Mediate Fallout:

Present: Facilitator Barbara Stanbridge IHM, Judy Alves, Pamela Cobey, Deborah Sullivan, Marian April Goering, Sally Timmel, Renee Wormack-Keels, Lucy Jones.

- a. Invite proposal review and feedback from other Grail members with experience writing and receiving multi-funded grants: Emily Thomas, Mary Heidkamp, Nancy Richardson, Maureen Tate, Carol Skyrn, Beth Wasmer, Cherie Holman, and Simonetta Romano
- b. Circulate feedback to full membership
- c. Strategic politicking about the question: Do we need property?
- d. Get out in front with Facts and Humility: Women-owned retreat centers/religious communities are selling/closing centers. There are competitors in the Hudson River Valley—many closing.
- e. Council has a responsibility to make this decision.
- f. Use but do not lead with Budget constraints
- g. Lack of confidence in capacity of the Grail not particular people.

2. Exercise: Working with the CW Proposal

- a. Develop proposal further within the next 60 days and submit revised material by March 29, 2019.
- b. Respond to specific issues in areas that did not seem to us to be fully formed: goals; reporting, responsibilities, and evaluation; project demand analysis; budget; Grail staffing; and partners.
- c. Cornwall is an asset of the entire national Grail.
- d. The proposed project will need buy-in and commitment from Grail members in order to succeed.
  - i. Initially the project will require considerable investment of Grail resources.
  - ii. After completion of expanded proposal, the entire proposal will be presented to members for their consideration.
  - iii. Member approval will require at least 50% of membership to vote with 2/3 of votes supporting the initiative.
  - iv. We expect the approval process to be complete by May 31, 2019.
- h. Anticipate needed technical assistance to further develop this project plan.
  1. Suggest seeking qualified independent professional(s) who can help you.
  2. Council continues offer that The Grail will pay for needed technical assistance.
  3. Please consult with Executive Director Terrie Puckett about needs.
- i. The project needs to achieve financial self-sufficiency, yet it is expected that it may not make a profit in the first year.
  1. As a Grail entity and Grail asset, deficits or shortages become the responsibility of The Grail.
  2. Submit a complete budget (including monthly expectation of income/expenses) for overall Grail budgeting and cash flow.
- j. If membership approves the initiative, benchmarks will be set for program and property management in consultation with the project team.
  1. The Council and project team will assess progress on these benchmarks at 6 months.



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2. If the project is on target with its benchmarks, we will approve continuation for an additional 6 months.
3. If on target at 12-month and 18-month assessments, the project will be approved to continue with regular reporting and evaluation scheduled.
- k. Re: LESGC and MCC interest in multi-party organization/ownership:
  1. The Grail will not enter into a multi-party organization for legal reasons.
  2. The project planning group cannot enter into a legal partnership with LESGC & MCC because they have expressed an interest in purchasing the property.
    - a. The Grail views this as a conflict of interest
    - b. These partners cannot be part of any decision-making group that could affect Grail finances or legalities.
  3. The property will remain wholly owned by The Grail, or it will be sold.
- l. Goals:
  1. What are the specific measurable goals of this initiative and the anticipated timeline for their achievement?
  2. Who is responsible and accountable for these?
  3. How do these goals advance (not reflect) the overall vision/mission of The Grail in the US?
- m. Reporting, Responsibilities, and Evaluation:
  1. As a center of The Grail in the US, Cornwall is a part of the whole—not a standalone entity.
    - a. Staffing at Cornwall meets the norms of The Grail in the US as outlined in the Personnel Policy (Hired staff with job descriptions for all, approved by Personnel Committee.)
    - b. Financial reporting is through the unified accounting system following GABP (Note: What is GABP?)
    - c. Communications, social media, donors, etc. all meet the vision and standards of The Grail in the US.
  2. Quarterly reports to the Executive Director.
  3. The project will pay for a share (pro-rated) of national office costs.
  4. Benchmark assessment will take place after 6 months.
  5. Evaluations will take place after 12 months and 18 months, and the project will continue after 18 months if it proves viable in terms of program and property management as well as finances.
- n. Project Demand Analysis—demand for this project (not simply the stated “need”)
  1. Choices are made daily based on finite resources: money, time, energy, location, support system, etc.
  2. A demand analysis looks not at what the world needs (climate activism), but what the identified participants articulate and will engage in.

3. Understanding the demand identified in the proposal (international and local) is vital to creating realistic budgets (income and expenses).
4. The proposal indicates a pool of participants from other Grail countries.
  - a. Show your research on Grail entities in other countries that are doing permaculture
  - b. Answer the question: Given the demands on limited dollars, time, why would these individuals travel (which is inherently not environmentally friendly) to Cornwall for training in a geographic ecosystem unrelated to their home environment?
5. The proposal indicates a pool of participants from organizations and communities that are geographically close to Cornwall AND who serve the same intended population.
  - a. Show what organizations doing similar work exist in the Hudson Valley area
  - b. Indicate what real and in-demand gap in service this initiative proposes to fill.
6. Given that potential clients/participants is a limited pool (as indicated in the proposal: distance, mission, service population) how does this initiative find success in a market of already established entities offering similar options?
  - a. Why would person X choose this new program vs a different already established one?
  - b. What is the added value?
  - c. Have similar programs been tried in last 4 years and what is their success rate?
  - d. Has demand increase led to growth? Or have they remained static?
- o. Budget:
  1. The budget needs to reflect the real costs of personnel and program expenses and should realistically reflect all streams of expected income: fees, donations, grants, etc.
  2. Show how the project meets basic costs of maintaining property (preventative, regular and major maintenance), costs of being a legal entity (zoned mixed use property), costs of inspections insurance, audit, etc.
  3. The budget must reflect program activities, that is, the line items must match program activities.
    - a. This means that all program costs are IN the budget
    - b. and that anything IN the budget is meeting the measurable goals of the project?
- p. Grail Staffing
  1. Staffing requires a clear understanding of what roles are necessary for the successful achievement of goals
    - a. How are these roles are structured?

- b. What is the time commitment required of each?
2. With any nonprofit endeavor, staffing is always the largest expense.
  - a. The Grail in the US Personnel Policy outlines paid holidays, vacation and sick time and other policies that will be useful to review in putting together the budget.
  - b. Consider:
    - a. Salary/wage
    - b. Benefits
    - c. Taxes
    - d. Insurance
  3. The Grail no longer makes subsistence compensation agreements and minimum wage is \$15 per hour.
  4. No individuals can be added as beneficiaries to the Grail Health and Welfare Fund.
  5. It is illegal and unethical for paid staff to also “volunteer/donate” a portion of their time to that organization.
  6. Note that in the past there has been “job sharing” where multiple people share a position (like co-directors).
  7. Show staff job descriptions (subject to approval by Grail Personnel Committee).
    - a. Examples can be requested from Executive Director.
  8. Project staff members need to be culturally fluent across races, ethnicities, and generations.
  9. Identify at least three Grail women who will live full-time and work on the property in year 1 and in year 2.
    - a. Make contracts of intent with them.
    - b. These women must have
      - a. clear job descriptions to be hired as resident workers for the project
        - i. including responsibilities,
        - ii. authorities,
        - iii. accountability structure,
        - iv. schedule of review
        - v. measurable goals and
        - vi. compensation packages).
    - c. Hiring for project positions will require the project team’s collaboration with the Executive Director and review by the Personnel Committee.
  10. Roles that should be accounted for in proposal:
    - a. Who will hold the whole (overall responsibility and oversight) for the initiative?
      - i. This person will report to the Executive Director (Terrie Puckett) who is responsible to the Council and will communicate with the Grail’s Financial Manager.
    - b. Who will hold responsibility for program staffing?
    - c. Who is responsible for administration and communication?

- d. Who will hold the work of facility management?
    - a. including the maintenance plan
  - e. Who will be on the premises full-time as staff?
  - f. Who will hold responsibility for relationships and work with partners?
    - i. Formal legal agreements are made at the Council level as the legally responsible party.
  - g. Who will be responsible for financial reporting,
    - i. including information needed for the Grail's annual IRS report 990, in adherence to GABP?
  - h. Who is responsible for marketing, inquiries, booking and receiving guests/participants and for ongoing guest/participant relationships?
  - i. Who will provide continuity of communication with the Grail Executive Director and Council?
  - j. Who will be responsible for coordinating volunteers?
- q. Partners
- 1. Define "partner".
    - a. Why are the partners "partners" and not "clients/lessees?"
    - b. Note: Partners may be involved in program planning but not in the part of the decision-making structure as relates to finances.
  - 2. What is the decision-making structure?
    - a. Who makes the final decision if there are competing interests/goals?
    - b. Note: The Board of each partner organization is ethically and legally required to work in the best interest of that organization. This is called "Duty of Loyalty" in most state laws, more commonly called and understood as fiduciary duty.
  - 3. Who are the proposed project partners?
    - a. How does the participation of these specific entities' help The Grail in the US advance our overall vision/mission in measurable ways?
    - b. The measureable goals of this initiative?
      - a. What do they bring to the table?
    - c. Provide signed letters of intent or memoranda of understanding that delineate what the project partners will do and contribute to the project.
    - d. How many people from partner groups will participate and in what ways?

**Decision/Vote:** The Council decided with unanimous support to respond as follows to the CW Proposal:

- 1) The Council will send a letter by January 28, 2019 to the CW Proposers: Teagan Blackburn, Ieva Zadina and Joy Garland outlining what they need to do to complete their proposal by March 28, 2019. If the proposal is completed by March 28, the proposal will go out to the membership for a vote to be completed by May

31, 2019. At least one half of members will need to vote, and the vote will have to pass with a 2/3 majority. If the proposal is supported by the membership, programmatic and financial benchmarks at 6, 12 and 18 months will have to be met to continue with the project. If those benchmarks are met the project will go forward with regular reporting and evaluation of financial and programmatic viability.

2) The Council agrees with unanimous support to abide by the guidelines outlined in the Council Response to the CW Proposal, i.e. deadlines are firm and if the project is not viable/cannot become self-sustainable as outlined in the Council Response at the defined intervals the project will end.

See Appendix C pp.19-23.

#### X. Discussion: Council Relationships

**Decisions:** 1) Council members do not have to subscribe to listserv. 2) Council will put in place a Grail Code of Ethics Policy for Email Correspondence and use of the listserv. Renee agreed to write the policy.

1.27.2018

Revisit 4 scenarios, Young Women's Initiative, Pros and Cons for Change in Grail Structure, NLT Transition, working together, wrap-up.

#### XI. Revisit Four Scenarios: See Council Meeting Notes for 9.30-10.3.2019 pp. 5-6.

1. Conceptually: *Partnerships* and *Venture Investment* are ways (in addition to *Incubator*) to think about re-founding.
2. No real potential for rebirth with *cloning*.
3. Seems like Young Women's Initiative could fit into *Incubator* category
4. Need way to focus on wider world/mission.
5. The CW Proposal speaks to potential for *Partnerships*.
6. The *Venture Investment* category could encompass the creation of a fund for ministry from the revenue generated by investment of money from property sales which could be \$300,000 / year.
  - a. Ministry Grants could be awarded through a Granting Organization
7. Previously Noted:
  - a. Grail lawyer, Chuck Kamine, does not advise creation of a foundation at this time
  - b. Grail able to award funding for ministry in present 501C3 structure
  - c. Revenue from sales is currently needed to fund the continuing Grail deficit, which is necessary to cover the expenses of property management, maintenance, staffing, the national office, Council meetings, facilitation, and Grail initiatives and events.
  - d. The Health and Welfare Fund is designed for deficit spending and will diminish over time until it zeros out when there are no longer members who are recipients of those funds.
  - e. We have a little-used scholarship fund for Grail members at present

Present: Facilitator Barbara Stanbridge IHM, Judy Alves, Pamela Cobey, Deborah Sullivan, Marian April Goering, Sally Timmel, Renee Wormack-Keels, Lucy Jones.

8. To use the revenue from investments solely to award Ministry Grants at this time translates to not covering deficit /not having a deficit, which translates to selling all properties and shutting down all noted in point V. 7 above.
9. Grail members can be sought out to apply for Ministry Grant funding.
10. A conceptual proposal could be created for a Ministry Grant Fund from the revenue of sales which could be in place if needed/wanted in 3 years or later in the future.

**Decision/Vote:** Council voted with unanimous support for creating a group of thinkers who understand our current reality to create a Conceptual Piece on the creation of a Ministry Grant Fund for presentation at the Council face-to-face meeting in the fall/October of 2019, should such a fund be advisable to commence in three years or later in the future in order to help Council set directions. By mid-February, Sally will contact potential candidates: Ann Heidkamp, Mary Kay Delgado, Maureen Laughlin, Carol Skyrn, Thanh Nguyen, Rosa Ruiz and Fran Frazier, to invite them to be part of the group who will be writing this paper. Sally will not be a member of this group. All candidates will receive the same invitation noting the task and the date the piece is to be complete.

## XII: Young Women's Initiative

### Decisions:

1. It is imperative that this group follow-through with a facilitator to assure the best outcome. (Pam will inform group and confirm current facilitator as a match.)
2. It is the role of Council to keep the movement informed about the work of this group. (Pam and Lucy have been working with this group.)
3. The Council approves the *Young Women's Initiative Paper Outlining Expectations, Council Commitment and Budget*. (Pam Sent paper as approved by Council out to members of Young Women's Initiative and facilitator, Suzanne Ehly.)

## XIII. Discussion Change in Grail Structure:

1. When an organization is in decline, change of structure is a faulty action that does not address the real issues of decline.
2. The current 2003 structure was evaluated a year earlier than planned in the extraordinary GA of 2005.
3. The *State of the Grail* outlined in the report of the 2005 GA is as current today as it was then.
4. The issue for the Grail at this point of decline is not a need for a new structure but a need to recognize our human and financial capacity.

**Decision:** A survey will be sent out by the National Office in a timely fashion to assess Grail capacity. Sally and Judy will follow up. See Appendix B page 18.

## XIV. NLT Transition

1. Pam and Deborah are willing to continue for the next year.

2. We must begin recruiting new Council members for 2020
  - a. Judy willing to begin working on nominations NOW.
    - i. This will enable an election—needed healthy behavior
  - b. What is needed on Council for an organization in hospice?
    - i. Members who can bring the organization forward
    - ii. Members who see the reality
    - iii. Members who can take a broad view
    - iv. A team that can work and think together while suspending judgment
    - v. The Leadership Concept for this time is Team Leadership
    - vi. The Grail is in crisis now and whoever will be on Council needs to know that we will be doing crisis management for the next 5 years.
  - c. Council needs to have more than one member who is a woman of color.
    - i. Is it possible to recruit ex-officio non-Grail women of color to the Council
    - ii. To increase the representation of women of color at the table?
    - iii. To manifest and further the Grail resolution to be an antiracist organization?
  - d. Is it possible to recruit ex-officio non-Grail women of diverse faiths to the Council to increase the representation of women of diverse faiths at the table?
3. Currently:
  - a. Pam, Sally and Judy complete their terms at the end of 2019. (Pam 2<sup>nd</sup> term completed. Sally and Judy not considering doing a 2<sup>nd</sup> term.)
  - b. Deborah and Renee complete their first term at the end of 2019 and will decide if they want to continue closer to the time.
  - c. April completes her second term at the end of 2021.
  - d. Lucy completes her term as IC representative \_\_\_\_\_.
  - e. Barbara's three-year contract will end in April 2020 and it is too soon to decide about renewal of her contract.
4. Council Administration Tasks:
  - a. NLT workload is high. NLT will work on a template showing tasks completed by NLT.
  - b. Look at Grail members' expectations and evaluate what really needs to be done. Streamline! (There is no process in place for this.)
  - c. Council will need an Administrative Assistant to do the work that the current NLT took on (when the National Director quit; replacement of that position did not work out; and the Grail was in such financial jeopardy it decreased the deficit by not adding additional staffing. The NLT strongly advocated for and did considerable work to get an E.D. on board.)

## XV: Working Together

### **1.Common Agreement:**

- a. Face-to-face meetings incur a significant investment of resources of time and money amplifying the need for commitment by all to read documents and come well-prepared for meetings.

- b. Everyone will notify Pam if any difficulty accessing the website for the Grail Council Document Repository.
- c. Lucy will attend to the call for silence in meetings.
- d. Agenda items/changes will be submitted at least a week prior to all Council meetings so that the final agenda can be out a week ahead of scheduled meetings. Items submitted later will generally be deferred to the next scheduled meeting.
- e. All will read agenda ahead of meeting and note that for which they are responsible as well as that for which they need to get up-to-date in order to fully participate.
- f. N.B. that NLT recommendations are made based on results of executive work/research between Council meetings.
- g. Meetings will be video-conferenced with Zoom.
- h. Organizations hold the vision while leaders accomplish the manifestation of the vision.
- i. To do: discuss the role of Council in setting the vision.
- j. Pam will send Buddhist Principles of Right Speech to Council.  
(Criteria for right speech: 1) Is it true? 2) Is it necessary? 3) Is it the right time? 4) Is it beneficial? That is, will saying it move me toward my goal? 5) Am I speaking with gentleness? 6) Is my heart coming from a space of kindness?)
- k. Renee will send the Quaker reading on silence that she shared for morning meditation.
- l. All will be more intentional in thinking about staffing and recruiting Council members including NLT for 2020.
- m. Each Council meeting will end with a practice of gratitude.
- n. More expression of gratitude.

XVI. Council spent one evening spending a few hours playing Balderdash, eliciting considerable laughter.

XVII. Next Steps:

What	Who	When
Capacity Survey	Sally & Judy	ASAP
Write Code of Ethics Policy for Email Correspondence and use of the listserv	Renee	March 15
Antiracism Retreat Survey (to decide where retreat should be held)	Renee	February 12
Alert Finance Committee of Budget Changes	April	Now
Email Letter with Council Response to Cornwall Proposers	April & Lucy	January 28

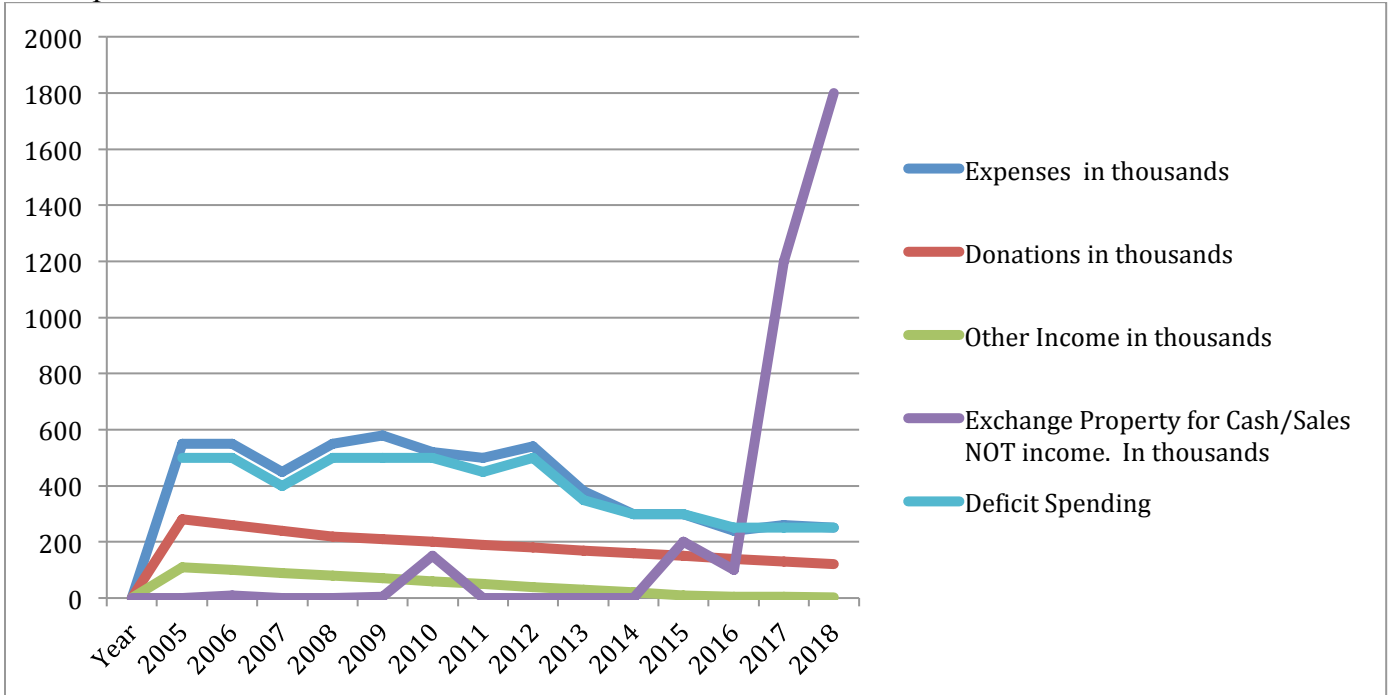
XVIII: Not covered: Looking at the Gap in structure for the Grail as community: holding the community, building the community, supporting the community. It is the hope of Council that helpful data related to this gap will be gleaned from the organizational survey to be sent out by mid-February.



Present: Facilitator Barbara Stanbridge IHM, Judy Alves, Pamela Cobey, Deborah Sullivan, Marian April Goering, Sally Timmel, Renee Wormack-Keels, Lucy Jones.

*Appendix A: Suggested Line Graph for use with Membership*

Barbara suggests a line graph to show trends for income, expenses, sales, (the correct numbers would be inserted): This graph include sales, which skews the impact as it flattens the other lines in comparison.



This graph does not include sales, which highlights the remaining trends.



*Appendix B: Capacity Survey*

**INTRO OR LETTER FOR THIS MEMBERSHIP CAPACITY SURVEY**

Dear Grail members,

During the Council discussion about evaluating the Grail structure, the Council realizes that a key element is that as a movement, we need to understand our current membership reality, in terms of availability and capacity.

The following is a very short survey for all members to **return by [xxxxxxxxxxxxdate - Terrie, give 2 weeks for them to turn around - so fill in a deadline DATE and bold that date]**. This will take 5 minutes of your time (or more if you want to ponder for a day or two). The results of this survey will inform our regional gatherings we expect to hold this spring in preparation for our National Gathering in 2020.

This survey is a mere thumbnail sketch and there is much more to learn from each one of you about Grail membership. Many thanks for your input in advance!! With much appreciation and affection. Council

**MEMBERSHIP CAPACITY SURVEY** - for each question, give a 1-5 scale – very little –somewhat -- very much

1. To what extend is the Grail your primary community?
2. How important to the Grail mission is Grail land?
3. Do you feel you are represented by Council?
4. How important are your Grail relationships to you in your present reality?
5. How important is your Grail membership to your spiritual core?
6. How important to your lived reality is the Grail stance on anti-racism?
7. How available are you to serve on Grail committees?
8. How willing are you to offer yourself for Grail leadership?
9. How able are you to attend Grail events?
10. How often do you read Grail communications?

To: TERRIE

We understand that the anti-racism working group is sending out a survey very soon, as they want to tie up the geographic region to hold this event and have their facilitators OK with dates, etc. The Council agreed that THIS SURVEY must be done as soon as possible – as it will be a basis for the 3 regional meetings to take place this spring [NY, Cincinnati and Pilgrim Place for west of the Mississippi].

Terrie, WHEN can this be sent to active members? Within 2 weeks from now??

We also ask you that ONE WEEK after sending out survey – REMIND THEM THAT SURVEY IS DUE AFTER TWO WEEKS- LAST CHANCE REMINDER

SEND TO ALL COUNCIL MEMBERS THE RESULTS OF THIS SURVEY WITH RAW NUMBERS – TOTAL TURNED IN AND OTHER WAYS THE MONKEY SURVEY SENDS RESULTS.

## Appendix C: Council Response to Cornwall Proposers

January 28, 2019

Dear Joy, Ieva and Teagan,

Thank you for your Cornwall Earth Citizen's Training Center proposal that we received on January 21. Council members have read, reviewed, and discussed your proposal at our meeting. We would like to give the membership an opportunity to support your project.

We are grateful for your commitment and energy developing these ideas, bringing interested members together to consider your project, and initiating commitment from others. We commend your interest and commitment to the climate crisis and to working with other organizations. We recognize that both you and we share concern about The Grail's future and that you particularly care about Cornwall that has meant much to Grail members over the years.

We would like you to develop your proposal further within the next 60 days and submit revised material by March 29, 2019. We ask that you respond to specific issues in areas that did not seem to us to be fully formed. These include goals; reporting, responsibilities, and evaluation; project demand analysis; budget; Grail staffing; and partners.

Cornwall is an asset of the entire national Grail. We believe the proposed project will need buy-in and commitment from Grail members in order to succeed. Initially the project will require considerable investment of Grail resources. Therefore, after you present the completed expanded proposal to us, the entire proposal will be presented to members for their consideration. Member approval will require at least 50% of membership to vote with 2/3 of votes supporting the initiative. We expect the approval process to be complete by May 31, 2019.

We anticipate you will need technical assistance in order to further develop this project plan. We suggest you seek qualified independent professional(s) who can help you. We continue our offer that The Grail will pay for needed technical assistance. Please consult with Executive Director Terrie Puckett about what you need.

In order to succeed, the project needs to achieve financial self-sufficiency, and yet we expect that it may not make a profit in the first year. As a Grail entity and Grail asset, deficits or shortages become the responsibility of The Grail. Therefore it is important for you to submit a complete budget (including monthly expectation of income/expenses) so that The Grail can plan adequately for overall budgeting and cash flow.

Further if membership approves the initiative, we will set benchmarks for program and property management in consultation with the project team. The Council and project team will assess progress on these benchmarks at 6 months. If the project is on target

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with its benchmarks, we will approve continuation for an additional 6 months. If on target at 12-month and 18-month assessments, the project will be approved to continue with regular reporting and evaluation scheduled.

If you want to talk with Council members about your project and its further development, please feel free to contact Lucy and/or April.

Best wishes, Deborah, Pam, Lucy, April, Judy,

Renee, Sally

### **SPECIFICS FOR CORNWALL PROPOSAL**

The Council wants further specific clarification on these details. Some council members have had significant experience planning and leading programs and centers within and outside The Grail. We are asking for this information because they are factors that we know are crucial for developing successful projects and programs.

Please note that we expect the property will remain wholly owned by The Grail, or it will be sold. The Grail will not enter into a multi-party organization for legal reasons. In addition, the project planning group cannot enter into a legal partnership with LESGC & MCC because they have expressed an interest in purchasing the property. The Grail views this as a conflict of interest. These partners cannot be part of any decision-making group that could affect Grail finances or legal structure.

### Goals

- What are the specific measurable goals of this initiative and the anticipated timeline for their achievement?
- Who is responsible and accountable for these?
- How do these goals advance (not reflect) the overall vision/mission of The Grail in the US?

### Reporting, Responsibilities, and Evaluation

As a center of The Grail in the US, Cornwall is a part of the whole—not a standalone entity. This means, for example, that staffing at Cornwall meets the norms of The Grail in the US as outlined in the Personnel Policy, that financial reporting is through the unified accounting system following GABP, that communications, social media, donors, etc. all meet the vision and standards of The Grail in the US.

- The Grail will expect quarterly reports to the Executive Director.
- The project will pay for a share (pro-rated) of national office costs.
- Benchmark assessment will take place after 6 months.
- Evaluations will take place after 12 months and 18 months, and project will continue after 18 months if it proves viable in terms of program and property management as well as finances.

### Project Demand Analysis—what is the demand for this project, not simply the stated “need”

People make choices daily based on finite resources: money, time, energy, location, support system, etc. A demand analysis looks not at what the world needs (climate

activism), but what the identified participants articulate and will engage in. Understanding the demand identified in the proposal (international and local) is vital to creating realistic budgets (income and expenses).

- The proposal indicates a pool of participants from other Grail countries. Show your research on Grail entities in other countries that are doing permaculture and answer the question: Given the demands on limited dollars, time, why would these individuals travel (which is inherently not environmentally friendly) to Cornwall for training in a geographic ecosystem unrelated to their home environment?
- The proposal indicates a pool of participants from organizations and communities that are geographically close to Cornwall AND who serve the same intended population. Show what organizations doing similar work exist in the Hudson Valley area and indicate what real and in-demand gap in service this initiative proposes to fill.
- Given the above, and given that potential clients/participants is a limited pool (as indicated in the proposal: distance, mission, service population) how does this initiative find success in a market of already established entities offering similar options? Plainly, why would person X choose this new program vs a different already established one? What is the added value?
- In your research, have similar programs been tried in last 4 years and what is their success rate? Has demand increase led to growth? Or have they remained static?

### Budget

The budget needs to reflect the real costs of personnel and program expenses and should realistically reflect all streams of expected income: fees, donations, grants, etc.

- Show how the project meets basic costs of maintaining property (preventative, regular and major), costs of being a legal entity (zoned mixed use property), costs of inspections insurance, audit, etc.
- The budget must reflect program activities, that is, the line items must match program activities. This means that all program costs are IN the budget and that anything IN the budget is meeting the measurable goals of the project?

### Grail Staffing

With any nonprofit endeavor, staffing is always the largest expense. In addition to salary/wage, there are also benefits, taxes, and insurance to be considered. This is why staffing requires a clear understanding of what roles are necessary for the successful achievement of goals and how are these roles are structured, including what is the time commitment required of each. Note that in the past there has been “job sharing” where multiple people share a position (like co-directors).

Note that the Grail no longer makes subsistence compensation agreements and minimum wage is \$15 per hour. Further no individuals can be added as beneficiaries to

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the Grail Health and Welfare Fund. In addition, it is illegal and unethical for paid staff to also “volunteer/donate” a portion of their time to that organization. The Grail in the US Personnel Policy outlines paid holidays, vacation and sick time and other policies that will be useful to review in putting together the budget.

- Show staff job descriptions (subject to approval by Grail Personnel Committee). Examples can be requested from Executive Director.
- Project staff members need to be culturally fluent across races, ethnicities, and generations.
- Identify at least three Grail women who will live full-time and work on the property in year 1 and in year 2? Make contracts of intent with them. These women must have clear job descriptions (including responsibilities, authorities, and accountability structure, schedule of review and measurable goals, and compensation packages) to be hired as resident workers for the project.
- Hiring for project positions will require the project team’s collaboration with the Executive Director and review by the Personnel Committee.

Below are a few of the roles that should be accounted for in your proposal:

- Who will hold the whole (overall responsibility and oversight) for the initiative? This person will report to the Executive Director (Terrie Puckett) who is responsible to the Council and will communicate with the Grail’s Financial Manager.
- Who will hold responsibility for program staffing?
- Who is responsible for administration and communication?
- Who will hold the work of facility management, including maintenance plan?
- Who will be on the premises full-time as staff?
- Who will hold responsibility for relationships and work with partners? Please note, formal legal agreements are made at the Council level as the legally responsible party.
- Who will be responsible for financial reporting, including information needed for the Grail’s annual IRS report 990, in adherence to GABP?
- Who is responsible for marketing, inquiries, booking and receiving guests/participants and for ongoing guest/participant relationships?
- Who will provide continuity of communication with the Grail Executive Director and Council?
- Who will be responsible for coordinating volunteers?

#### Partners

- Define “partner”. Why are the partners “partners” and not “clients/lessees?” Note: Partners may be involved in program planning but not be part of any decision-making structure that relates to finances.
- What is the decision-making structure? Who makes the final decision if there are competing interests/goals? Note: The Board of each partner organization is

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ethically and legally required to work in the best interest of that organization. This is called “Duty of Loyalty” in most state laws, more commonly called and understood as fiduciary duty.

- Who are the proposed project partners and how does the participation of these specific entities’ help The Grail in the US advance our overall vision/mission in measurable ways? The measurable goals of this initiative? In other words, what do they bring to the table?
- Provide signed letters of intent or memoranda of understanding that delineate what the project partners will do and contribute to the project.
- How many people from partner groups will participate and in what ways?

First Draft