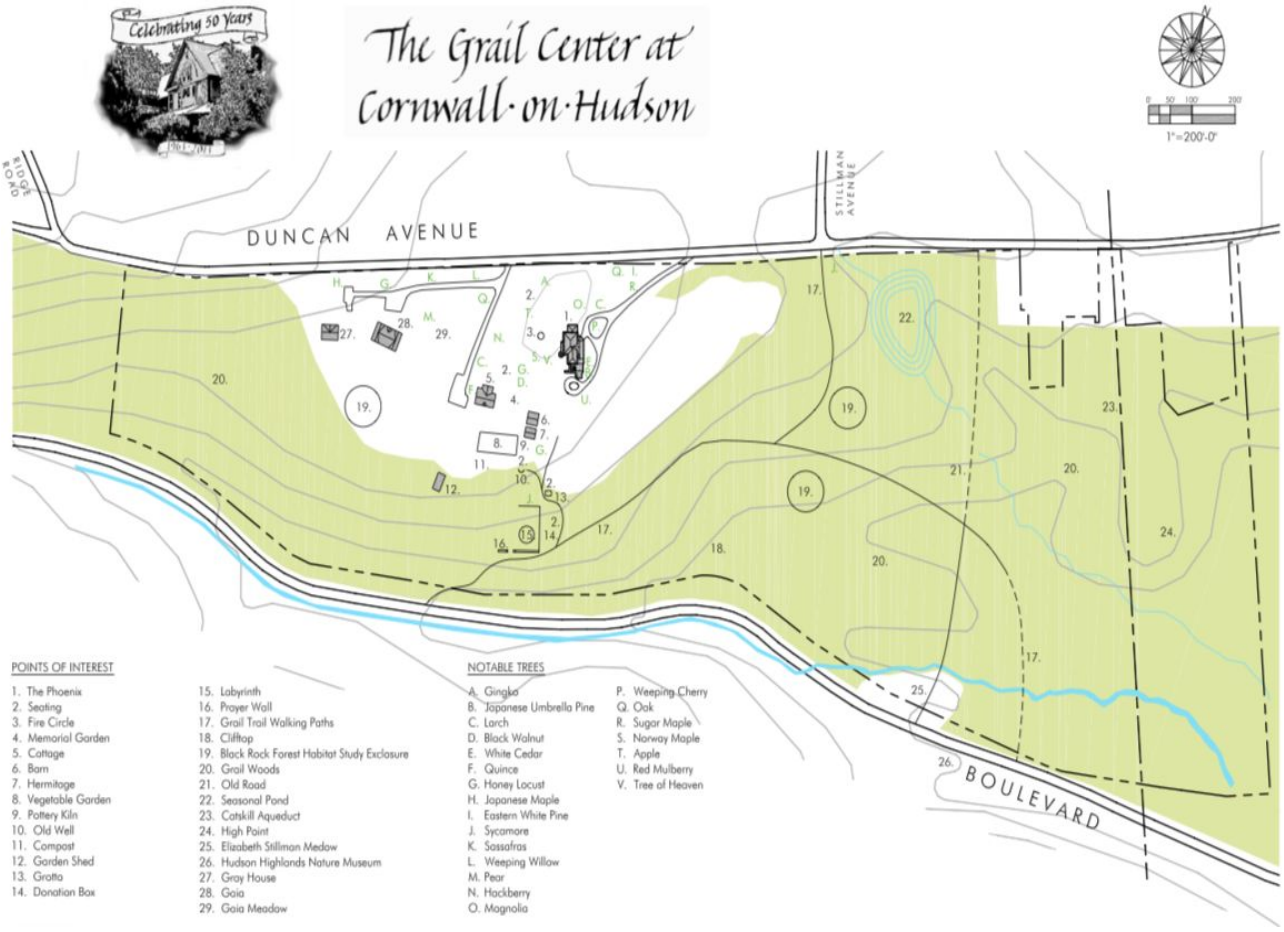
NY Regional Grail **Jan. 12, 2019**

"Shared Vision, Shared Responsibility"

The Earth Citizen's Training Center



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Proposal Outline

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Overview - Towards a New Partnership!

WE propose that the Cornwall Grail Center be transformed by the Grail and its two new Partners-in-Mission, The Lower East Side Girls Club and Middle Collegiate Church, to a center that offers longer-term residential living-learning experiences and courses, weekend retreats, and opens its doors to grassroots groups that need to rent space to hold regular meetings and organize for a better world. We wish to move to a Cooperative Staffing Model where Grail and Non-Grail Members are engaged as laborers at whatever level they feel like they can contribute, whether as full-time on site staff, commuting or remote staff, volunteers, or sponsors.

- This will not be a conventional Proposal. We have tried to follow the two sets of instructions and guidelines from Council, but hope not to get mired into too many words and complexities. We try to avoid repeating information you already know and hope you will accept our present effort at simplicity and clarity. We are always open to questions, discussions, and supplying further information in more detail.

- The essential conclusion of many months of thought about a renewed Grail mission at Cornwall can be summarized in a few words from Pope Francis's *Laudato Si'*: ***We must listen to the cry of the Earth and the cry of the poor.***

- The Earth, in the midst of numerous ecological crises, needs protection and understanding more than ever. It must be seen as part of our "household" (Gk. *Oikos*). We must learn better household management (*Oikonomia*, economy). The best teachers are the Earth herself and the indigenous and other traditional societies who have lived in balance and harmony with the Earth.

- This means to us that there is still a great deal to learn from the Earth, and one important way to do so is by opportunities to live and work at the Cornwall Grail Center. This learning will be enhanced by the Grail legacy invested in the site over 55 years.

- The cries of the poor indicate that most economies at present are horribly unjust. And they are unsustainable. We want the Grail, as it has done in the past, to take a lead in practicing and experimenting with new forms of economies. We ask Council to allow us to do so at Cornwall.

- Now is the time to restore sustainable and regenerative communities, using the patterns of natural ecosystems, as indigenous people have done over millennia.

- A working title for the new community at Cornwall could be: **Earth Citizen's Training Center**, because 1) through its Permaculture programs it will provide learning and practice for living justly and peacefully with the Earth, and 2) through its International Young Women's Educational programs it will provide learning and practice for living peacefully with other cultures and nations, guided by the UN's Sustainable Development Goals (SDGs).

Goals

1. **Financial Viability:** To develop and launch the Grail Center at Cornwall into a new financially successful future and create a dependable source of income for Grail endeavours and initiatives.

2. **Shared Vision, Shared Responsibility:** The Grail, Lower East Side Girls Club, and Middle Collegiate Church are stronger working towards creating the world we wish to see, together, rather than as separate entities. Shared publicity streams, shared program development, and shared expenses will triple the earning potential the Grail is poised to bring in and triple the number of women we can reach to participate in our Grail programs.

Part I. General Context - How does this center serve the Grail Mission?

U.S. Grail 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.

U.S. 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

WHO NEEDS THIS CENTER AT CORNWALL? WHOM DO YOU SERVE?
(We realize that surveys and evidence for the needs may be expected, but we believe the needs are so evident that we will not try to document them at this time.)

The Planet needs an "Earth Citizens' Training Center." The large social and political entities are not doing enough in responding to "the cry of the Earth and the cry of the poor." The most hope lies in countless smaller groups that activate people's consciousness and equip them with knowledge and skills to face the almost unimaginable changes that will occur, and already are occurring, because of climate change.

Some might think that the U.S. Grail is no longer needed in a rich country where women seem to have made great progress in empowerment. However, the soul-sick U.S. is still such an influence for good and for ill, that the Grail is greatly needed for its own women as well as for support of Grail women in the Global South.

The local area of Cornwall needs this Center. Stronger, more cooperative communities are needed even now, and will be even more necessary in the difficult future. Community-building is greatly helped by good spaces for meetings, programs, and experiences of living together. Besides attending Grail programs and events, many local groups have used the Center's spaces for their own programs and for retreats. This need will continue. There cannot be too many such spaces!

What kind of Programs are needed by local (and NYC regional) people:

- **Women:** Women's consciousness-raising, empowerment, and health workshops
- **Economic Justice:** consciousness-raising about unions/labor-organizing, free trade agreements, fair trade issues, access to social services
- **Immigrant and Migrant Worker Rights:** regular meetings of immigrants/advocates to know their rights, create safety nets, and spanish-english language learning potlucks
- **Earth:** Permaculture design and gardening trainings and certification programs
- **Spirit:** "Kindred Spirits" retreats for people of different faith traditions to have exchange and learn from one another (Teagan has facilitated these)
- **Artists and Hobby Weekend and Weekday meetings**: Writers, visual artists, dancers, fabric arts, singing, cooking

Cornwall-on-Hudson, NY

Above: Two sides of **Newburgh, NY** to work with: as an ally to existing educational and community service institutions, and to offer programs directly to girls and young women who could benefit

At-risk, vulnerable, low-Income populations need this Center.

- Although the Hudson Valley is rapidly gentrifying, many people are being left behind. A vivid example concerns recent immigrants and migrant workers.

- Grail member Deirdre Cornell has done volunteer work among Latino youth and farmworkers in the area for more than 20 years. Likewise, Grail member Lisa Petro works among disadvantaged youth in Newburgh, NY, and has brought groups to the Center.

- Deirdre wrote about her other uses of the Cornwall space: "Apart from Cornwall programming I was blessed with occasional use of the cottage and/or Phoenix (for my Spanish-speaking parish confirmation classes, women's group and "girls' days"). Ann Burke used to host retreats for local women from parishes (ecumenical). I do think there is room for local collaboration. In my pastoral work, it is all about allowing connections to grow organically – and then see 1) what needs to be done and 2) what is possible.

The Grail itself needs this center.

The IGA of 2017 mandated a Grail focus on climate change solutions, including the U.N. Sustainable Develop. Goals (SDGs).

The 3-way Partnership for the Earth Citizens Training Center is committed to carrying out the Grail Vision and Mission, and also believe in:

- in the power of nature and community to awaken our highest selves
- in the just distribution of resources, living simply, rigorous work, celebration, song and ritual, and the reverence for all of life
- in cultivating a direct relationship with the resources that sustain us
- that the awakening of consciousness and altruistic will in people is essential in creating a just and peaceful world

Cornwall staff members and Grail members who served on the committees and teams that worked to develop a Cornwall future proposal over the past six years have a wealth of information and we hope to incorporate into our ongoing work. Many of us actually were part of the 3-year Cornwall Dreamquest Process also.

- **The Grail formation of young women** at residential Grail center in the past proved to be of great importance. It is hard to imagine how young women will form deep attachments to the Grail without these experiences.

- Deirdre Cornell writes about one of her formation experiences at Cornwall:

"The idea of a residential school is appealing on many levels. Teagan, it is an inspiring proposal. The Grail has a vast and varied history of formation programs. Women involved in this proposal – Sharon, Mary Kay, Trina – have made incredible contributions in this regard.

I found myself remembering one specific program. At Cornwall, in 2000, following the success of similar past programs, the team ran a six-month international formation program for around seven or eight young women. It started with three months of shared community, prayer and study; included time at the UN; was followed by internships at international Grail settings (including permaculture at Grailville; the UN and Bronx Grail); and culminated with returning together for a wrap-up time to assimilate and celebrate.

Of course, most of us are involved [in the Grail] only because – like Carolyn Vadala -- we did have those formation experiences! But having realistic expectations of what needs to be invested, and how many women we hope will participate, is important."

- Personal testimony by Ieva Zadina:

"I did not have the good fortune of Grail formation as a young woman, as did those Grail women who participated in extended formation programs at Grailville, Cornwall and abroad. However, I did have

the privilege of many weekend programs at Cornwall, when I was nurtured by the nucleus team who were still living there, and by many other Grail women over these past 30 years. These women directly helped lead me into social-justice and spiritual activism, as expressed through my work as an ordained United Methodist minister and an environmental-justice activist. The Cornwall community experiences were essential, and the NYC meetings were also important. I especially remember the confidence-building ones in Clare Randall's spacious apartment, as I prepared for my year-long stay (1992-3) in my newly independent native country of Latvia. I even hoped to start a Grail group in Latvia, and received Lydwine's blessing for it. I was not strong enough yet for that, however, because it took all I had in me to cope with the transition turmoil in Latvia in that early period. I have followed up in subsequent years, and through the Open Permaculture Learning Farm that I am supporting on my ancestral farm in Latvia, beginnings of a Grail group could be forming."

- Teagan Blackburn writes about her formation experience as a residential garden intern at Grailville in her 2006 Statement of Commitment to the Grail:

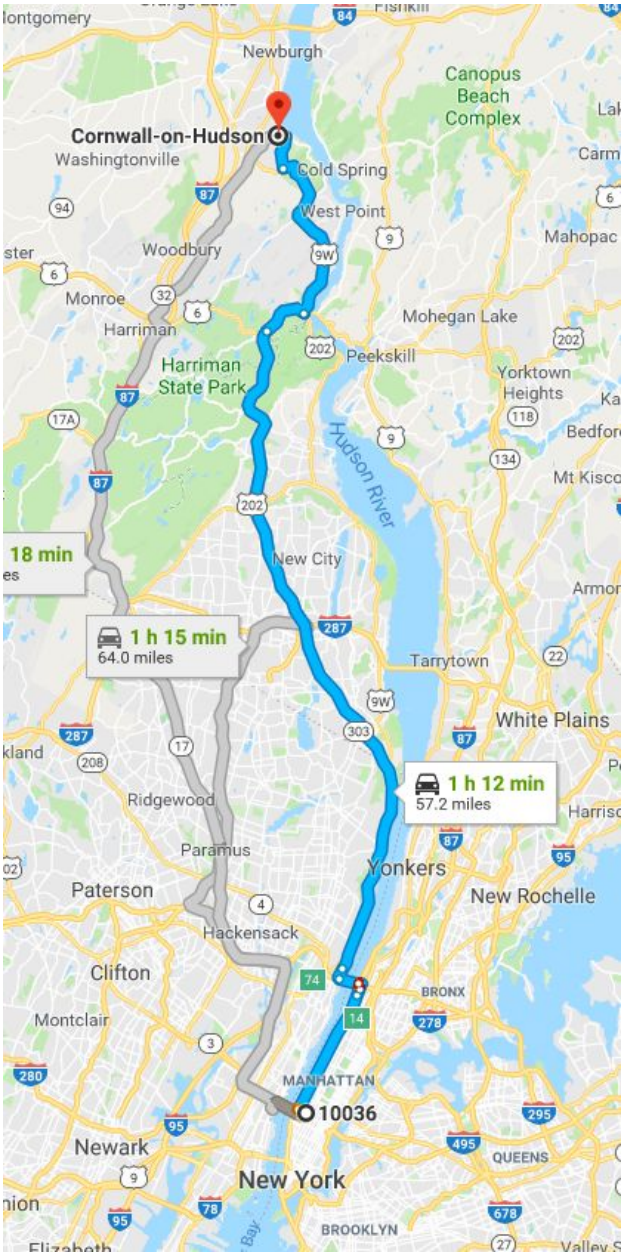
"Grailville gave me my first chance to become truly connected to the Land, to have a sense of place. Working the soil with my hands forced its sacredness into my bones, and even invoking memories of what it is like to be at Grailville, in me, rises a fierce love and sisterly instinct to defend that land, at all costs. And it's not just the satisfaction and heartbreaks of hard work which made such a deep impression on me, but the call to the Grail movement that I experienced through living with the Grail and non-Grail women and men who lived there or visited. ...The culture, the history of the Grail is palpable at its education and retreat centers, and it is so much more than what is visible. Spirit has been manifested there and its presence blesses the very air around you. Awe-inspiring, experiential education, community meetings and rituals, living communally with a group of strong, aware women - I am so grateful for what I have been given by the Grail though this place. ...we have been gifted by our mothers and grandmothers in this movement, this opportunity to create women-centered space for crash courses in real revolution, and not only do I intend to take those opportunities, but **I commit to finding and inviting the next generation to join me**."

The NY Region needs this center.

One of the central ways the center at Cornwall can be of service is to provide a place of retreat, both spiritually and as a way to reconnect with nature, for participants coming from urban areas like NYC or even from nearby Newburgh. The Grail is uniquely situated to respond to these needs.

- There are some other centers in the Hudson Valley that offer similar space and programming as has the Cornwall Center had in the past. But none have the special perspectives of the Grail, and none have the combination of Environmental and Social Justice education programs, centered on serving women.

- **Networking and collaborating with nearby like-minded entities is easier from a Center.** Deirdre Cornell suggests closer ties with the following groups:



1) Nora Cronin Presentation Academy – a private Catholic middle school for low-income girls from Newburgh. The Presentation sisters are very ecologically and globally minded. Almost all of the girls are first-generation from Latin@ families

http://www.noracroninpresentationacademy.org/

2) YWCA – strong racial justice program. The impressive young woman who runs the program is from Newburgh and was my catechism student way back in the day....the YWCA is in New Windsor but the program serves all of Orange County.

3) The Armory – is a federation of local community groups that offer services in Newburgh. Groups can pay in and use space for meetings and gatherings. It is in the inner city and has ESL and GED classes, sports, etc.

Conclusion. Cornwall is in an enviable location in the Hudson Valley, at a physical and social crossroads of NYC, vibrant small towns, and countryside – all humming with energy, activity, learning opportunities of all kinds (academic, experiential, political) and good work opportunities (professional, entrepreneurial, networking) now and in the future for younger learners.

Above: Cornwall is located 57 miles from downtown Manhattan - only a little over an hour away! Perfect for networking!	The creative ferment is stimulated by the mingling of City and Country cultures and populations -- by the conjunction of local, national and global institutions and economies.

The Grail centers both in New York City and in Cornwall-on-Hudson have long been part of the Hudson Valley cross-fertilization. Relationships and networks were developed that benefited Grail work in the past, and these networks will be renewed and extended with the purposeful new work that is envisioned.

We may add that Permaculture principles and methods encourage such connections; Permaculture is all about relationships and communities (human and natural). In fact, thinking in terms of Seven Generations, we envision joining networks all along the Hudson Valley, helping create new systems of cooperation to prepare for a difficult future. We believe many young women will be attracted to the Grail when it becomes clear that we are committed to this vision.

Part II. Proposed Programs (Lyn Pentecost and Teagan Blackburn)

The breadth of the short or longer-term programs that could be offered, and the potential uses of the Grail facilities and property in Cornwall are endless! Some of these are just-Grail projects and some may be joint programs with our partners.

Goals:

- To provide regular meeting space to non-profits who bring pertinent information regarding legal rights, health, social services, etc. to underserved, marginal groups in the Cornwall-Newburgh area
- To develop life-changing retreat opportunities for both individuals and established groups, from local and regional communities

Measurable Objectives:

Activity	Measurable Goal
Weekday Groups: Local non-profits rent out meeting rooms to use for support groups (see description below)	**75 people per week** participant in a support group (15pp/evening from 5-7 groups are having weekly organizing or support meetings)
Weekend Program: If each of the 3 partners has 16 weekends to schedule programs/workshops/retreats, but allowing that not all weekends may get scheduled, the average # of participants may be ~15. (see description below)	240 people per organization per year **(720 total per year)** experience a weekend-long retreat program

<table>
<tr><th>Activity</th><th>Measurable Goal</th></tr>
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Fully Utilize Buildings and Grounds to Maximize Income:
Provide regular meeting space and offer short and long term programming for local and regional communities will bring in sufficient funds to cover while raising enough for capital improvements and to tithe to the Grail

Example Rentals:
All of the Phoenix - $3,000/weekend
(1 group or 2 groups willing to split it!)

The Hermitage Retreat Cabin - $55/night

Non-Grail Resident Room Rental in Community Grey House - ~$600/mo
Semester Long Program thru College: $2,500-3,5000

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Income generation of **$12,000/mo** more than covers expenses:

<table>
<tr><td>Operational/ Maintenance -</td><td>$6,000

($4000 from partners)</td></tr>
<tr><td>Staffing -
2 full-time residential room/board, ($400/week)

2 commuting women ($400/week,)

2 part-time 5 hours/week $22/hr ($220/wk)</td><td>$4,080

($3-4000 from partners may go to support their programs, and provide add. income)</td></tr>
<tr><td>Savings -
towards capital improvements and tithe-ing towards Regional or National Grail projects</td><td>$1,520/mo

(% of profit from each program go to savings)</td></tr>
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Sample Timeline - To be developed by local and national Grail Members	
February 2019	- Get feedback from Grail Council and Membership - Establish Cornwall Working Group with regular meetings and conference calls - Explore legal options and draw up plans for collaboration and merger with partners
March 2019	- Research comparable day and overnight programs and identify non-profit groups looking for rental space (Ieva) - With partners, develop a 3-5-year strategic and operational plan with timeline and financial models (All interested members and partners) - Finalize and formalize plan to share space and resources with LESGC and Middle Collegiate Church - Mpanda Kalala and Judith Defour Howard move to the Grey House

	- Mary Lu Lageman arrives for a two-month period to plan and initiate the Permaculture program. - Teagan Blackburn and Laura Kaplan begin working remotely and coming up to help support weekend groups as needed - Begin utilizing Cornwall for new groups and programming beginning with Mother/Daughter retreat for LESGC (Lyn)
April 2019	- Outreach to colleges and universities the Grail has had relationships with in the past and explore collaboration for a for-credit course to take place out of the Grey House for Winter/Spring 2020 (Teagan) - NYC Grail Politics and Spirituality Retreat (perhaps about sharing thoughts, civility, and organizing for the 2020 U.S. elections)
May 2019	- Spring Gardening and Spirit Retreat for children and adults held with Teagan Blackburn and Julia Kristellar (garden bed prep and planting, Qui

	Gong from Fran Martin's method, yoga, journaling, meditations)
June 2019	- 2-4 more women join Mpanda and Judith in the Grey House, agreeing to a minimum of a 3 month lease for the summer, or a maximum of 7 mo. until the end of Dec. at which time we may need the room for incoming college students for the winter/spring residential program. - Mary Lu Lageman comes for a one-month work and teaching period.
July 2019	Preliminary talks with Green Building Institutes that may wish to design a green "temple" building for larger group gatherings near Gaia
August 2019	Mary Lu Lageman comes for a one-month period. Harvest-Time Gardening Weekend - Preservation, Fall Successions, and Cooking with the Season
Sept. 2019	Grail Peach Weekend?

Weekday Evening Meeting Room Rentals:

One of the first steps would be to contact local non-profits and social service organizations and find out if they have unused funds in to be used to rent space for support groups to meet on weekday nights in between weekend retreat groups. Migrant worker or Immigrant education or support groups, young mothers support (coordinating children's program to be included), substance abuse recovery groups, political knitting/sewing (Stitch n Bitch) or book discussion groups.

Weekend Retreats or Longer-Format Programs

The Grail center can be a place that: brings together the wisdom of the elders with the energy of the young, provides a respite from the city for those in need of contemplation and nature. The Grail center can be a place where the 'frontline' change-makers can rest, renew, recharge. Some groups like a permaculture certification class would meeting 1 weekend per month for 8 months. The NYC Grail Politics and Spirituality plans on 1 fall and 1 spring retreat per year. While a group of young women going through a Grail formation program in preparation for an international exchange and service project for college credit, would live in-residence at the Grey House.

Weekend or Longer-Format Programs might include:

Conferences

Affordable Conference and Retreat Centers close to NYC transportation and local airports are in high demand. With our networks in the progressive arts, activism and spiritual sectors, and with management in place, the Grail could become a well-known destination for groups that share our social values. It would be relatively easy to book in groups when the principal partners (Grail, Girls Club, Middle Project) are not using the facilities.

Spiritual and Wellness Retreats

Along the lines of the Omega Institute and the Garrison Center, but at affordable rates. Wellness should not only be for the well-off! A number of healers among Grail members and friends wish to develop a Wellness Center at Cornwall -- e.g. Julia Kristeller and her husband Charles, Doreen O'Sullivan, Beverly Halley.

"Kindred Spirit" retreats bring people of varied faith traditions together to share their similarities and differences and increase cultural tolerance and understanding.

Festivals

One and two day themed events, built around music, the arts, themed speakers- partnerships with local ongoing or annual events (Ex: the Clearwater Festival in Beacon, the annual Spring Wassail at Stone Ridge Orchards). A Beltane festival was held at Cornwall in the past in the big eastern field - it was so fun and well-attended.

Artists and Writers Residencies

While there are many such residencies throughout the country, very few cater to artists and writers working in the social justice field- and these are the folks who often most need to step outside of their daily commitments to think and produce. Blue Mountain Center comes to mind. There is also the possibility, located adjacent to the Storm King Sculpture Center for partnerships or room rentals during their events.

The Following are Longer-Term Residential Grail-Led Program

International Residential Programs for Girls and Women (See Appendix B)

Lyn Pentecost (LESGC) - We believe in the power of women and girls to heal our world. A priority should be building programs and events based on the Grail's status as a United Nations NGO with deep relations to girls' organizations throughout the world, the Lower Eastside Girls Club's National and International partnerships, and the Middle Project's national stature in the Women's Movement.

Teagan Blackburn - Rather than only thinking in terms of Cornwall hosting international girls and women for short or longer term programs, after speaking to Lucy Jones since her recent trip to Africa, she suggested we consider the idea that U.S. woman should more frequently consider traveling to and spending time in another country's culture, or have these exchanges in more centrally located countries besides the U.S. In that light, Cornwall could be a place where small groups of women from here meet and train to get ready to go abroad for a cultural and language exchange experience, and are given measurable goals to reach while they are there.

We envision female college students from different backgrounds coming for a Spring Semester at Cornwall to live in the Grey House as a community house and take courses such as these:

Art of Social Engagement and Participatory Practice (2 credits)

Sound, Sight, and Sentiment: Phenomenology of Place (2 credits)

Co-Constructed Learning in the Experiential Context (2 credits)

Researching Cultures over Co-op: An Anthropological Approach (2 credits)

Ecosociology: A Participatory Action Research Approach toward Environmental Justice (2 credits)

https://www.antiochcollege.edu/academics/co-op_program/course-descriptions

Environmental Education and Permaculture Center

1. Organic Vegetable Gardening

Lyn Pentecost (LESGC) - The Hudson Valley is a historic center of American agriculture. There are many older small independent farmers and orchardists, as well as a rising new farmer movement-comprised of young people re-engaging with the land and migrant and immigrant farmers with deep knowledge of the earth. This is a local community that can be engaged in multiple ways: as farmers on Grail land (developing products for kitchen use and sale), farm educators teaching local urban children (Teagan B. does this professionally), partnering with local colleges and universities to offer college level Ag classes for credit, promoting sustainable farming policies and permaculture practices, hosting meetings of farmers, farmworkers and environmentalists.

2. Permaculture Training

Ieva Zadina - The many young Permaculture practitioners in the Hudson Valley share significant values and goals with the Grail. In accord with Permaculture principles of cooperation and mutual support, they will not be in competition with us. They are likely to participate in Cornwall events and programs. Ieva has formed relationships with the marvelous young (and older) members of the the Rondout Valley Permaculture Meet-up.

There is already much permaculture activity and interest in the Hudson valley. Lisa Petro has said that people “will be breaking down the doors” to join Cornwall Permaculture workshops. However, there is no central location where people can meet and have permaculture retreats and classes. There are a number of permaculture demonstration farms but no site with accommodations for larger groups and more diverse programs.

The strong Indigenous cultures of the Hudson Valley are growing in influence because of their deeper understanding of the environment and ancient knowledge of sustainable ways of life. The Grail as well as permaculture folks have good ties with Indigenous communities, including Grail membership on the UN Commission on Indigenous Rights.

Immigrant Rights and Migrant Worker Rights

Numbering thousands in the Hudson Valley, the needs of local immigrant communities are many, from literacy to learning labor rights to protecting themselves from ICE raids and deportation. Regular meetings between people with legal background with at-risk immigrant families in the area can be held regularly at Cornwall. Also, English/Spanish learning potlucks could be held at the Cottage so that everyone can get better at speaking.

The migrant farmworker community forms a natural constituency to partner with Grail work. Exploited and marginalized, farmworkers labor with no right to overtime, sick days or collective bargaining while their children often work in the field or serve as caretakers for younger children. They are a community with a natural bond and connection to the land, spiritually developed although economically poor. They could benefit from introduction to permaculture techniques and sustainable agriculture, especially as they toil on pesticide-laden apple orchards. In her past work with Heifer International, Teagan has set up safer-handling and application of pesticides trainings that teach workers how to better protect themselves and their families.

Their young daughters, who oftentimes work in the fields as well, are ignored by school districts and face scorn from fellow students. These girls could be a target population to participate in a girls leadership and social justice activist training.

Poughkeepsie, NY, half an hour from Cornwall-on-Hudson, is the site of several organizations that work with migrant farmworkers including Rural Migrant Ministries and Rural Worker Education Centers that the Grail could partner with to reach the local migrant farmworker community.

Training Institute for Social Justice Activists

Lyn Pentecost - This is the type of work that The Girls Club and The Middle Project are engaged in and see as a critical need for times such as these. Whereas our conferences and trainings in Manhattan offer space for large groups of people to come to build skills, the Grail offers an opportunity for deep engagement in a natural setting. There are a number of models throughout the country. The Haley Farm in Tennessee run by The Children's Defense Fund, Earth Activist Permaculture Training center, Bioneers. There are so many good examples that should be explored, and the Hudson Valley location of the Grail would afford a northeast partner location.

Other folks we can collaborate with :
Bluestone Farm, where the Community of the Episcopal Holy Spirit nuns do biodynamic farming and Living Arts. Their farm is located in Brewster, NY, just about 35 miles east of Cornwall-on-Hudson. You can see Bluestone here: https://www.facebook.com/Bluestone-Farm-Fans-116453775039403/

Also, Claudia Joseph, a permaculture expert who runs the Old Stone House garden in Brooklyn (and an old friend of Teagan Blackburn through Heifer International), has been teaching permaculture for decades and just bought a home in New York state where she plans to create an eco-retreat center. You can see some pics of Old Stone house (though not all of the garden) here: https://www.facebook.com/oshbklyn/

Part III. Who? Staff and Volunteers

We fully understand that the future of the Grail movement largely depends on the capacity of Grail members with the passion for the mission and the availability to do the work. It is important to be able to name the Members who make these work commitments and to know precisely what areas they will work on and how often. There will be a 2-4 year substantial commitment from these members, some as full-time residents, some as commuters, and some who come in to help with specific programs. Some require pay and some are able to volunteer.

Grail Members' Commitments to Work at Cornwall:

Mpanda Kalala (On-site full-time housekeeper; stipend)

Judith DeFour Howard (On-site full-time, international women's program)

Deirdre Cornell (lives nearby, frequently on-site; needs wages)

Teagan Heather Blackburn (lives nearby, frequently on-site and remote work; needs wages)
Laura Kaplan (On-site weekends)

Ieva Zadina (On-site when needed)
Mary Kay Louchart (On-site during winter periods)
Sharon Joslyn (On-site during winter periods)
Viana Muller (Part-time on-site for programs, no pay needed)
Julia Kristeller (Part-time on-site for future Wellness enterprise)
Mary Lu Lageman (On-site for extended teaching periods; travel costs)
Joy Garland (remote communications and partner liaisons)
Margarita Cabrera
Deborah Silvestri
Yvie Renda
Trina Paulus
Carolyn Vadala
Lisa Petro

Non-Grail Members Commitments to Work at Cornwall:
Mary Fordham (On-site gardening, when needed)
Nita Renfrew (On-site if Bird Sanctuary enterprise approved)

Nancy Rhodes
Doreen O'Sullivan (Part-time on-site with Wellness enterprise)

(See Appendix A for more detailed commitments from specific Grail members)

Staffing Mission Statement

A passionate coalition of Grail Members, Grail Explorers, and women inspired by the Grail mission will work closely together, drawing on their strengths and diversity to efficiently accomplish the necessary daily and weekly tasks to maintain and run the Cornwall Center under this new partnership model.

We will strengthen its financial solvency through the creative use of the staffing budget, and seek partnerships and grants to return the focus of the Center to its vocation as a Grail living-learning community developing new programs and international exchange opportunities for Grail women, in the areas of permaculture, women's empowerment, economic justice, spirituality, and the arts.

(note: prioritizing paid salaries to those who need it most)

Staffing Goals

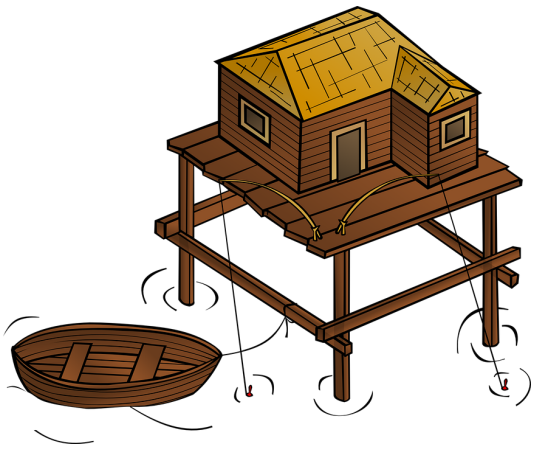
1. To smoothly transition a new team of paid full-time/part-time staff/volunteers to build upon the current retreat center business while working to expand the percentage of income gained by women's programming/retreats and gradually reduce the number of non-mission related lodging income!
2. To establish a residential living-learning community of Grail women, that includes both residents and commuters, carrying on both the maintenance of the property and the furthering of the Grail mission through the development of new programming
3. To create opportunities/space for International Grail members to live and work for seasonal or longer periods

Staffing Models

If you imagine a house built on stilts over the water

and two of those corner posts being taken away;

the house would quickly topple into the water below.



However if that house has many supports,

and 2 (or more!) were taken away,

...it still stands.

Next thing you know you have many initiatives that are interconnected and being supported by networks of Grail and Non-Grail people!

If many answer the call to carry out an organization's vision and mission, however big or small they can contribute, whether they are compensated with an actual form of capital (money, lodging, food)

or with invaluable experience, education, spiritual deepening, job training, the gift of providing community service, or the chance to mentor another, then Human Capital has no bounds!

To be avoided is a model where 2-3 people, find themselves isolated in their familiarity of the daily situation, carrying the execution of an entire non-profit organization's lofty and admirable mission on their lonely shoulders.

However, if we trust in the infallibility of our organization's vision and mission, and a few of us guide and coordinate the many, then more women have the opportunity to feel ownership and belonging to the place, and to the Grail! It is up to the volunteer coordinators to keep them connected and keep those bonds strong. There is such a thing as a committed volunteer, just as there are also young women looking to live in a community house and help do grounds maintenance and program support, in exchange for a room and a small living stipend!

Some may say that these times don't allow for people to give of themselves as Grail nucleus had in the past. The truth is that since the job market is tough right now, there are more people available to work in a subsistence way, and who long for community.

Perhaps 4 women would like to each do 1/4 of a job that used to be done by one person doing all 100%?

And maybe out of those 4, 3 can afford to volunteer their time, and one must be paid an hourly wage?

Let's move towards more of a Cooperative Model!

Part IV. Other Committed Groups and Partners

– Who are they and what will they do? Why is their involvement necessary? What are their demonstrated skills/ capacities/ expertise. What will they contribute to the project, and/ or how much will their services cost?

· What groups or organizations will the project partner with? What is their commitment? What have you discussed/planned with them? Please provide contact information – names of individuals, website, emails, phone numbers.

The Lower Eastside Girls Club of NY and The Middle Project of Middle Collegiate Church, sharing similar social and spiritual values with the Grail, would like to be seen as potential partners in this mission. We propose working together with our sisters at The Cornwall Grail to build upon their vision to secure the future of their property and work for future generations by co-developing an international center for girls and women, an environmental education center, and a convening place for social justice focused activities - conferences, retreats and training workshops.

About The Lower Eastside Girls Club:

www.girlsclub.org/ -
Lyn Pentecost, Ph.D. Executive Director & Co-Founder
917.723.5639, gogirl@girlsclub.org
Lyn Pentecost is a community leader dedicated to improving the lives of low-income youth and their families. Dr. Pentecost co-founded The Lower Eastside Girls Club in 1996 to fill a dearth of options available to the girls in our community and led a successful campaign to build The Lower Eastside Girls Club Center for Community, New York City's first and only Girls Club facility. She holds a BFA degree from The Cooper Union School of Art and received her doctorate in Anthropology from Temple University.

The Lower Eastside Girls Club is a community based organization dedicated to 'raise the next generation of environmental, entrepreneurial and ethical leaders".
In little more than two decades the Girls Club has built a $20 million dollar state-of-the-art Center for Community in one of the poorest neighborhoods in New York City.

Over 1000 girls and community members currently participate in year round Center for Community classes and activities. All programs are provided at no cost to our members. The Girls Club latest initiative "New Girl City: Agents of Change" has just been funded by the NYC Council to train young women as activists throughout New York's five boroughs.

The Girls Club believes that investing in women and girls yields one of the best social returns throughout the world (United Nations SDG #5). Today we have international partner programs in Kono, Sierra Leone: Kathmandu, Nepal; Melbourne, Australia; Glasgow, Scotland; and Chiapas, Mexico. In the United States, we partner with Girls Groups in New Orleans, LA; Los Angeles, CA; The Flathead Reservation, Montana, and upstate New York (Hudson).

About Middle Collegiate Church:

https://www.middlechurch.org/

Rev. Jacqueline J. Lewis, Director

Rev. Jacqueline J. Lewis is the Senior Minister at Middle Collegiate Church in the East Village of New York City and the Executive Director of The Middle Project, Inc. an institute that prepares ethical leaders for a more just society. She is an activist, preacher, and fierce advocate for racial equality, economic justice, and LGBTQ equality.

Middle Collegiate Church, based in Lower Manhattan, is a 1,200-member multicultural, multiethnic, intergenerational movement of Spirit and justice, powered by Revolutionary Love, with room for all. Because our God is still speaking in many languages, we work in inter-religious partnerships to uproot injustice, eradicate poverty, care for the brokenhearted, and build the Reign of God on earth. This activism is fueled by our faith; our faith is expressed in art; our art is an active prayer connecting us with the movement of Spirit to heal our souls and heal the world. Founded prior to this nation, in 1628, Middle Church affirms the transformative power of moral imagination, reclaiming and reframing Christianity inside our walls, on the street, and in virtual spaces around the globe. Our love ethic is fully LGBTQ inclusive; our politics are feminist/womanist.

About The Middle Project: https://www.middleproject.org/
As part of our movement building, we birthed a separate 501c3—The Middle Project—a national justice and training center that prepares ethical leaders for a more just society.
https://www.middleproject.org/

The Middle Project unites progressive leaders who are ready for a revolutionary and prophetic way of using power and resources to act locally and think globally to heal the human family. The Middle Project takes its strength and approach from the progressive faith traditions that have played a major role in America's greatest democratic achievements: the abolition of slavery, civil rights, universal suffrage, and the anti-war movement.

Our Young Adult Leadership Lab has trained 75 millennial leaders in disrupting racism, managing change and conflict, and organizing communities. In twelve national conferences—co-hosted by The Middle Project and Middle Church—we have convened over 3,000 leaders—clergy, educators, artists, attorneys, musicians, and activists—to join national thought leaders for learn practical training, skill building, strategizing, and networking, as we seek to dismantle racist, classist, sexist, and homophobic systems of oppression. Our thirteenth conference, ***Revolutionary Love: The Politics of Faith***, will be Held in April, 2019.

Shared Vision, Shared Responsibility:

The Grail, Lower East Side Girls Club, and Middle Collegiate Church are stronger working towards creating the world we wish to see, together, rather than as separate entities.

Shared publicity streams, shared program development, and shared expenses will triple the earning potential the Grail is poised to bring in and triple the number of women we can reach to participate in our Grail programs.

From Terrie Puckett's article in NGN of Dec. 7, 2018:

...The Grail was approached by two organizations in New York City—***Lower East Side Girls' Club*** and ***Middle Collegiate Church***, each with connections to The Grail and each with missions congruent to our own—about the possibility of their purchasing Cornwall.

...While we would not make any sale contingent on agreement to hold any specific project, both organizations are excited by the possibility of a Grail-led permaculture project at Cornwall and eagerly await the proposal by Ieva and Joy. All three organizations also recognize that the relationship must grow organically and be open to projects, initiatives, and partnerships of many types that may bubble up.

We are in a serendipitous time. We did not seek out this wonderful opportunity. It came to The Grail through the relationships already in place thanks to many Grail members, perhaps as an answer to the time of reflection, discernment, prayer? Joyously, we are therefore coming from a place of strength not desperation and we look forward to growing our relationship with these amazing organizations regardless of the outcome of these conversations."

Background on Partner Relationships

During 2017-2018 a group of NYC Regional Grail Members worked on a proposal to support a Grail International Exchange and Permaculture Center at Cornwall.

Beginning in 2016, the CSW interns from the Bronx Grail began visiting the Lower East Side Girls Club each March during the U.N. events. In spring 2018, at an event that Joy Garland attended at the LESGC, the director Lyn Pentecost approached her to find out more about the Grail and Joy told her about the Cornwall Center. Some time after that, Joy went to Middle Church to speak to Jacqui Lewis and Lyn began to help set up a date for them to visit Cornwall (about 1 hour north of NYC).

When Teagan heard that these were the interested partners she was thrilled! She had started going to Middle in 2004 and became a member in 2007. Her family's apt. was on the same street as the Middle - 7th St. Even though she and her family moved right outside of the city in 2012, she is still on the mailing lists and feels very connected to the church. On the other side, Arrow, Teagan's husband, had lived on 7th St. for more than 20 years and his daughter (Teagan's stepdaughter) Felix was one of the first girls who was in the girls' club from its inception. He has been good friends with Jen who still works there and Lyn knows him also from the BioTour Bus renewable energy education non-profit he used to own and run.

After representatives and leaders from both organizations visited Cornwall in person in June 27th, they submitted a proposal to the Grail in August of 2018. They made another visit in October. From the beginning the idea was to partner with the Grail and to have our activities and programs complement each other rather than compete. During this time, until the present, we have been getting to know each other better and are delighted at how aligned our missions are!

Common Vision

When Terrie Puckett, representing the Grail Council, met with these partners in Nov. only 2 options were discussed: the outright purchase of the property, or leasing meeting/retreat space from the Grail. When asked what the ballpark figure would be if the LESGC and Middle made an offer, Lyn Pentecost said around $500,000, "...remembering we are a non-profit, we are not looking to buy it for its real estate value - that is not what the Cornwall Center means to us." (or to us!) They are looking to get involved with it because of how we can all use it to support various populations with inspiring, educational programs (see Part II Proposed Programs) and therefore help people heal each other and the Earth.

At our Sat. Jan 12, 2019 Visioning Meeting with Lyn Pentecost she said can also represent Middle Collegiate Church when making decisions, since she sits on the board for both.

When asked about leasing space - Lyn said they would be interested in a long-term lease but expressed how they'd be happier for a little bit deeper relationship than just a landlord/rent arrangement.

At this time, we would like to say strongly that neither of those options by themselves do justice to the level of solidarity we feel with each others' groups' agendas.

We discussed different models of sharing the property. Our rough draft of how we could divide up the Building spaces:

Grail: The Grey House (4BR, attic bunk room), The Cottage (2BR, 2 offices), The Hermitage (studio retreat cabin), and the use of the Phoenix ⅓ of the weekends

LESGC/Middle: Gaia (2, 2BR apts), use of Phoenix ⅔ of the weekends

Several Forms of Merger with the Partners

Suggested Option #1 - Leasing

Dividing Operation Costs: "Leasing" in this case would mean they would accept our suggestion to pay for ⅔ of all monthly operating costs (utilities, phones, internet, etc.) and maintenance (grounds and building upkeep).

Cornwall Legacy Fund: Also at our suggestion, they would pay $1000/month into what we call the "Cornwall Legacy Fund" which the Grail can decide where to allocate it, as a tithe in dedication of all the Grail has done to maintain and love the property and its buildings for over 50 years.

Their Benefit: the use of the Phoenix for approximately ⅔ of the weekends of the year, for their retreats and programs, and the use of Gaia.

Suggested Option #2 - Cooperative Ownership Shares

Same as the above, but a new 3-way non-profit entity would be formed within the first 6 mo-1 year. Then a timeline and a price would be agreed upon where the 2 other non-profits would pay a certain amount (i.e. $50,000) per year for 5 years until at that time we would consider them equal "shareholders" in the property and we would effectively co-own it together under the umbrella of our new 3-way non-profit.

If The Grail membership decides after the 5 years that they wish to absolve themselves of all responsibility for the property then an exit strategy can be discussed for the new non-profit to buy off the Grail's shares in the property, probably gradually over the following 5 years.

Suggested Option #3 - Single Non-Grail Ownership with Contract to Share Buildings and Use of Land

If a for-profit group bought it at "market rate" (say 1.6 mil) with the intent to "develop" it into a subdivision - that is one thing. If a NON-PROFIT group could offer $500,000 but sign a legally-binding contract with Conditions granting the Grail the sole use of 3 out of the 5 buildings, ⅓ of the time to rent and use the Phoenix, and permission to expand the gardens and do permaculture projects, then we believe that would more than warrant the reduced buying price. This would be our last choice - it seems to show no, or little, faith in the Grail regional members who would like to pilot some new models of programming that may bring in a decent profit each year.

With non-profit partners that are offering such flexibility to consider many different arrangements, it is hard to say, "No this proposal won't work." There is no ONE proposal; they basically wish to come to terms with what works best for The Grail - whether that is some type of long-term lease, shared ownership, or outright purchase with agreed-to conditions.

Our NYC Regional Grail group has at least 19 women who are dedicated to developing and implementing both the Permaculture Education Center and the Hospitality House for International Exchange. Every week more are sending in notes of support and wishes to be involved. Some have offered to help cover the wages of staff as they are getting programs started. (See Appendixes)

Now, imagine if ⅔ of the operational costs were being covered, our publicity outreach capability were tripled, and we could focus on creating weekday and weekend programs for both the local community and the NYC/Northeast region and generate enough funds to pay for both full-time and part-time staff. The Grey House can be used year-round by the Grail for its various purposes - including a possible for-credit semester long course for college women about sustainable living and cultural exchange.

Provided we can hit a target # for each of our programs, we can cover the costs of our programs, pay for full or part-time staff as needed, and hopefully have a respectable surplus to tithe to the Grail.

Part V. Budget (Ieva Zadina) "What We VALUE...Will Support Us."

NEW ECONOMICS

- **Gift.** The Cornwall property was given to the Grail as a gift. It should not be sold to meet financial needs or because of anticipated lack of staffing. We must find alternatives to an outright sale, one which guarantees a place for the Grail to continue the mission which invited the gift of land and buildings.

- **New economic models are forming.** We must be allowed to explore them. For example: Solidarity, Sharing, and Gift Economies. These follow patterns from indigenous societies that were sustainable over millennia. They accord with two of our U.S. Grail mission goals: 1) challenging economic systems that put at risk the most vulnerable, especially women and children, and 2) creating communities for a sustainable future.

- **Volunteers** are also essential in the new economies. They contribute much more than financial relief – they bring spiritual, emotional and social wealth. In the first year at Cornwall, we will rely heavily on volunteer labor. We intend to compensate volunteers according to their needs.

- **Grants.** We have been unable to apply for grants before Council's red lights turn to green lights. We have excellent prospects from funding sources in the NY region, and even right in Cornwall's neighborhood. For example, the ecologically-minded Rockefeller foundations, and the Novo Foundation run by Jennifer and Peter Buffett, which focuses on the welfare of girls as well as environmental justice.

- **Contributions.** Member and non-member contributions to Cornwall declined from around $35,000 in 2014 to a little less than $20,000 in 2017, with even less expected in 2018. Of course many factors enter in, but we believe that a unified and important mission at Cornwall will inspire more active participation (contributions of time, talent and work) as well as an increase in financial contributions.

- **Financial capital** seems so convenient and simple, so obvious and "real." Yet it can collapse easily under the pressures of realities where everything is connected, as in natural ecosystems and in human communities.

- **Other kinds of Capital.** Since the Cornwall retreat center "business" was closed, we have been thinking more actively of economic alternatives that in fact are more appropriate for a world in economic and climate crisis. In our plans, we can now explore the other kinds of capital that 1) are inherent in the land itself of the Cornwall Grail (natural abundance, and material constructions such as housing), and 2) have accumulated over the past 55 years of Grail mission and community-building at Cornwall (social, cultural, spiritual, intellectual, experiential).

PARTNERS IN MORE THAN JUST "BUSINESS"...

Partnerships are essential. They are an enhancement and a privilege, not only a necessity. We are fortunate to have two prospective partners for renewing Cornwall, with similar goals and values and with powerful resources, who wish to merge with us for mission. We should not be denied the right to plan Cornwall's future together with them.

- Thus, we no longer think of past retreat center guests as **clients** but as **allies and partners**. Likewise, we think of the Lower Eastside Girls Club and the Middle Project not as **buyers** but as **true mission partners.** Indeed, these wonderful partners have indicated a preference for co-ownership or a long-term lease of Cornwall property rather than a simple sale. They think a better use of their money-capital is improving the property (e.g., renovating the kitchen), rather than simply buying it. They are more interested in cooperative mission with us than in ownership (even though land and property values will inevitably rise in the future).

- **A Capital Campaign.** Therefore, instead of seeking merely to sell Cornwall, we propose an unorthodox "capital campaign" for an important goal -- to retain, improve and repurpose it. Let's ask the

Grail membership – and the many friends of the Grail, like-minded and mission-oriented groups near and far, and socially minded foundations – to invest in this campaign with **whatever kind of capital they have access to.**

Such campaigns also mean labor-intensive community-building, requiring serious participation from as many members and former members as possible. We should begin as soon as possible. Climate scientists are predicting a small window for change. Among the first steps will be intensive communication, such as happens, for example, through networks of fungi among underground roots in natural ecosystems. Such communication is energized by life's important goals: sustainability and regeneration.

Here are the beginnings of a baseline, rock bottom **Budget**: **Year One -- Expenses**

Yearly Fixed Expenses - $36,000 occupancy and non-personnel costs of approximately $3,000/month	
$19,000	Utilities (Solar panels at least for Gaia, and a solar array can bring this cost down considerably like Genesis Farm (Teagan's husband Arrow/Brent sells solar panels usually at no cost through Trinity Solar)
$14,000	Commercial property insurance (check to make sure that only the Phoenix is under that category, the rest could be under residential)
$ 2,100	Taxes, licenses/permits, inspections
$ 500	Equipment rental/maintenance
$ 200	Organization membership dues
	$35,800 (rounded off to $36,000)

Other Costs/Year: $36,000 That leaves the other half of the basic yearly budget to cover the following costs:	
$18,000	Non-personnel administrative costs (office, programs, communications, food, travel, etc.)
18,000	Physical maintenance ($10,000 - carpentry, electrical, security systems & fire alarms, furnace/HVAC, insect/pest control, painting, plumbing, septic system, other) ($7,000 - buildings and ground services -- grass, snow, garbage, roads, plants & trees) ($1,000 - supplies for maintenance)
Subtotal: $36,000	
Yearly Expenses Minus Staffing Total: $72,000	

With Staff	
$48,960	(2 full time residential, 2 commuters, 2 remote part-time) directing, hosting, housekeeping and grounds
Total With Staffing $120,960	

Income	
$48,000	**Partners Assistance:** 2/3rds operating costs offered by Partners, if the merger goes through
$16,000	**Contributions :** Grail members, non-members
$48,000	**Rental: The Phoenix** If we did nothing but find renters for the Phoenix for the Grail's 16 allocated weekends, at $3,000 per weekend that would bring in $48,000
$3,300	**Rental: The Hermitage** Retreat Cabin - $55/night (let's say 60 nights per year)
$14,400	Non-Grail Resident **Room Rental in Community Grey House** - ~$600/mo (let's say at least 2 women in the 1st year)
12,000	**Semester Long Program thru College**: $2,500-3,5000 (let's say 4 students to start with at 3,000))
Subtotal from Rentals: $77,700	
Minimum Yearly Income: $141,700	

NOTE: Individual programs and projects will create and implement their own budgets. Our partners would obviously keep whatever profit, after the operational costs, they would make for their programs/retreats. They may wish to engage some of our full or part-time Grail staff to administer their programs. These relationships can be set up as part of the partnership.

Budget for Years Two and Three:
We will be working on later budgets continuously, guided by the First Year's developments.

For example, ***Income*** may include

a) Savings due to volunteer on-site labor and farming out some remote jobs to off-site Grail members; all will be fully orientated!

b) Savings due to bartering in the community

c) More Contributions. (Grail members; non-members)

d) Increased Use through Partners and Enterprises

e.g., Partner/ally use of facilities (e.g. regular use, or meeting space for local organizations); Partner/ally retreat rentals; Program net revenues; Products, services, food, crafts; the Wellness center; the Bird Sanctuary.

e) Grants.

For ***Expenses***, we want in the future to include more pay for staff. Many Grail members, especially those who are retired and have Social Security and pension benefits, are able to work and live at Cornwall for room, board, travel costs, and a small stipend. But there are some younger Grail women who want very much to work at least half-time at Cornwall but are still raising families and need income of at least $20,000/year. Teagan Blackburn and Deirdre Cornell are in this category.

Among full or part-time and <u>shared</u> positions that we hope to find in the next few years are these:

a) Coordinators

b) Housekeeper(s)

c) Maintenance manager

d) Groundskeeper

e) Bookkeeper

f) Program leaders

Note: We are aware that staff salaries were the largest part of the budget during the past 5 years, and it will take some organizing to meet these staffing needs in creative ways. In the past 5 years, income from retreat rentals averaged $140,000/year, and personnel costs averaged $95,000/year. However, together with maintenance costs there were deficits nearly every year.

Part VI. Expected Outcomes, Evaluation, and Accountability (Teagan Blackburn)

Expected Outcomes from the Project Activities

Alliances Developed with other Local Non-Profits:

First, we will reach out to existing non-profits, social service, and activist groups to see if they would like use our spaces for political organizing meetings or support groups.

Solidarity and social justice-related meetings and retreats would be an intentional opportunity for participants to engage in learning about important social justice issues.

Participants are called to do intentional identity work through a contemplative lens. The retreats would be designed to raise awareness about issues directly tied to the work of our community partners, and to examine the larger impact these issues have on the experience and social outcomes of the community members who face them. These retreats aim to facilitate a sustained commitment to activism, diversity, education and acts of solidarity with the particular issue in our Cornwall community, the NYC region, around the country, and in our world.

Direct Service - If we identify a lack of education or support for an at-risk group in our area, it is something completely in our power to form a group or create a support network around that group.

Internal Grail Programs - for Grail members, we can continue to have regular Politics and Spirituality Retreats, meanwhile working together to craft and publicize additional Grail-led retreats about permaculture/gardening and social and economic justice issues. Then we hope to make the jump to semester or summer-long residential programs (out of the Grey House and Cottage) for small groups of women within the first year.

People lives, especially those of women, will be changed in immeasurable ways. But in general they will be educated about issues that could directly affect them, they will feel relaxed and rejuvenated enough to re-enter the good fight, and they will feel empowered to be a :change-maker in the communities that they come from.

Evaluation and Accountability

Program Evaluation and Recordkeeping:

Evaluation forms will be filled out on tablets at the end of every retreat so that all facilitators and participants can instantaneously see the results in their emails. Demographics will be included, as much as they wish to share, to show where the individual lives, age, race, background, etc.

Cornwall Evaluation:

Organizers and Facilitators will evaluate how the event went well and how it could be improved as far a spaces, materials, food, communications, etc.

Recordkeeping:

Using database software, records will be kept on the demographics and also on any Points of Contact with participants or partners.

Grail Accountability:

We hope to integrate much of the wisdom and ideas of Cornwall staff members and Grail members who served on the committees and teams that worked to develop a Cornwall future proposal over the past six years.

We will publish 4 quarterly reports per year about the status of the programs and finances of the Grail. This will included reporting back about our regular meetings with our Partners. We will also write regular articles for the national and international newsletters.

OVERALL SUCCESS

...will be measured by INCREASING PARTICIPATION in all aspects of the Cornwall venture. People actively ***taking part*** in their own destiny, and in the just and freedom-loving processes of their communities, is what will ensure that life will thrive throughout the Earth, our Common Home.

Our outreach to invite participation in our ventures will extend to the immediate communities around Cornwall, and much wider. There's nothing easy about this goal, and it will take time, but we promise to persist.

We pledge to develop much better **communication skills** than most of us ever thought necessary. They <u>are</u> necessary, as evidenced unmistakably by the confusion and conflict in our own society and elsewhere.

Perhaps foremost, we intend to improve communications with every Grail member, beginning with those in our region but ending internationally. We do not believe any Grail woman is too old or too young to contribute to the Cornwall venture or any other Grail project. Everyone who ever took the trouble to join the Grail is extraordinary and remains so.

In a *Laudato Si'* call recently, several of us shared how we accomplished things we never dreamed ourselves capable of -- because other Grail women **believed** we could. We intend to spread such belief to everyone we can reach.

At the same time, through such communication, we will account for what we accomplish at Cornwall and what is still needed. This communication will of course include Council and others with responsibility in the Grail. Trina in her wisdom has often reiterated that we cannot succeed without support from Council and from the membership.

Clear-sightedness and accountability – to the Earth, to society, to ourselves -- informs our mission. We will keep and share records and measurements that will help keep us on the right path. We will be thankful for the guidance of Council and all Grail women.

See Appendices in Separate Attachment:

APPENDIX A. **Grail and Non-Grail Members Committed to Cornwall Work**

APPENDIX B. **Outline of a Proposal for a Grail International Center and Permaculture Center at Cornwall**

APPENDIX C. **Progress Report: An [International Grail] Environmental Education Center @ Cornwall (September, 2018, updated October, 2018)**

APPENDIX D. **Rough Working Document- Inter. Residential School at Cornwall**

NOTES: