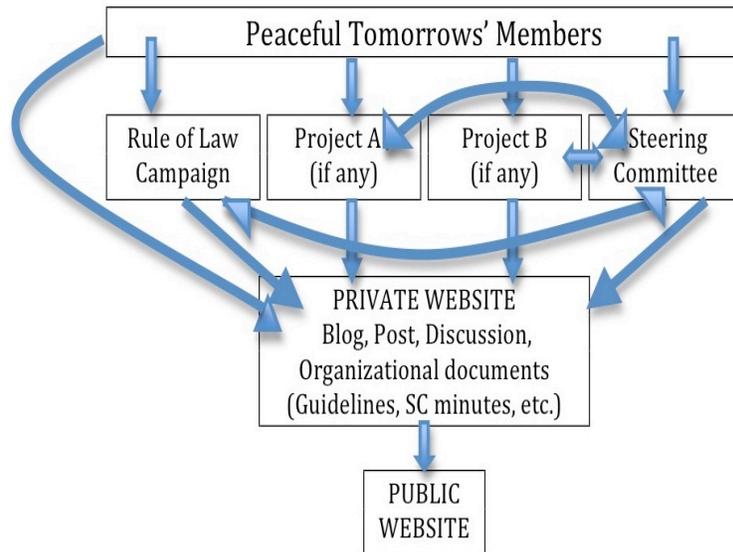


**Report to the Members**  
**Peaceful Tomorrows Retreat**  
**February 17 to 19, 2012**

**SUMMARY:**

At our retreat Peaceful Tomorrows' members worked to create a new structure to support the work of PT as we enter our second decade. As a group we agreed that our current Mission and Goals statement should continue to guide PT's work. At the same time, all who attended the retreat acknowledged that PT's present governance structure and our ways of promoting activities and campaigns no longer work. We committed to completing the work that PT agreed to do under the terms of the grant we have received for the "Rule of Law Campaign." Going forward, however, ideas for PT projects will be generated by members and undertaken only after they have a clear plan for a specific member (or group of members) to do the work.

Overall, we viewed our decisions as moving PT toward being a more member-driven organization – putting the members rather than the steering committee at the top of our organizational chart (see diagram below). The SC will in the future serve as a clearinghouse of information about the projects that members are undertaking, not as a gatekeeper (except to ensure attention to legal and ethical issues). This will immediately require major revision of PT's organizational guidelines and changes in our communications systems and policies.



**Changes to Communications:**

- pt-discussion, pt-opendiscussion and all campaign listserves will be replaced by discussion areas on the private section of website.
- PT's organizational documents, members' discussion, and information about campaign actions will remain permanently on the Private Website.
- Members' discussion will be moderated.
- Members can elect to go to the private website or get email notification of new messages.
- The Salsa database will be used for email blasts.

Members at the retreat agreed to do the work required in order to make these changes happen over the next 4 months. In the short term, we will remain a project of Tides. In the long term, we may need to reconsider our sources and level of funding, our staffing, and our fiscal status – while these issues were discussed at the retreat, resolving them was beyond the scope of what we could immediately undertake.

The future criteria for PT projects will be are PT members doing the work and does it further PT's Mission and Goals? Once a member or a group of members organizes to carry out a campaign or activity, and the PT SC is assured that the project has addressed all legal and ethical considerations, the member or group will be trusted to do the work and to report back to the membership. They will need to procure any necessary funding for their project. PT grantwriters and/or other members may be able to offer support and assistance in obtaining funds. In most cases a portion of any funds received through PT's 501(c)3 status will be allocated to PT's overhead expenses (staff, office, website and communications). In no case is funding for a project guaranteed, nor will it be the responsibility of the SC to obtain funding. When the PT Operational Manual is revised, the guidelines for launching a project, reporting, and funding will be included.

PT will grow and be strengthened as we communicate about our work, sharing what we are learning along with materials and resources, new allies, and new strategies.

These decisions along with our next steps and members' commitments (listed below) were the outcome of our final session on Sunday. Notes about the discussion we had on Saturday follow at the end of this report.

#### **NEXT STEPS AND COMMITMENTS:**

Website and new tools for members' communications – Jim Fyfe, Terry Greene, Elaine Leinung, John Leinung, and Marco

Revision of PT Operational Manual (including new job descriptions for SC, Project Director, Staff); draft will go to all who attended the retreat – Phyllis Rodriguez, John Leinung, Terry Rockefeller, Sandra Bodley.

Coordinator of Rule of Law Campaign – Colleen Kelly

Membership – Elaine Leinung, Anne Lynn Hayashi

Moderator of future "members'-only" web discussion – Rita Lasar

Oversight of requests for sponsorship and endorsements – Phyllis Rodriguez

Simple plan for creating new PT projects – Terry Rockefeller

Office Staff (currently Katharina Feil) – will be responsible for finding PT members to fill all media requests [In a follow-up email, Robyn Bernstein and Gloria Williams expressed their opposition to this as a long-term plan.] will maintain all aspects of the database – further revision of job description may emerge with revision of PT Organizational Guidelines.

Project Director – Terry Greene

Grants Manager – Terry Greene

Steering Committee – Ellen Judd (with specific responsibility to communicate all SC business to the members), Gloria Williams, Robyn Bernstein, Barbara Fyfe

Advisory Committee to SC (historical memory) – Rita Lasar, Terry Rockefeller, Loretta Filipov (on membership)

Donor thank you notes – Diqui LaPenta

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## **NOTES ON SATURDAY'S DISCUSSIONS:**

### **Sat AM session – expectations of those attending the retreat:**

CK – open minded.

TG – do we want to continue? What will members offer? Support one another

CT – to learn more

DL – to learn how to participate

KW – to personally get active again

LF – celebrate accomplishments, hopeful, low expectations, open

EJ – newest member, learn what is possible

Sandra B – gratitude for legacy, find a future for PT's clear voice

TR – dramatic revision of how we work in order to preserve our legacy and empower our members

EL – we must stay together, scale down mission but continue as a family group

JL – hopeful about finding a way forward, are we unfocussed or are our working methods unfocussed? Need to all get on the same page – we are still needed by each other and by the world

Sarah B – capture and preserve the very real spiritual repercussions from PT's core stance

KF – hope or realistic plans

BF – PT's voice is amazing and needed and must be kept

JF – celebrate PT and its intelligence and passion; personally learn how to help

RB – keep our voice alive, need clear simple plan, plan for governance, new Media Chair

GW – open to change that will allow PT to exist – peacefully!

RL – feeling turmoil and worry, also love and compassion. Need changes to organization to support individuals, personally want to focus on civilian casualties

PR – want honest discussion of the relevance of PT now. Should we join with other groups? Rethink our mission? Look at our weaknesses. Ask does our structure – or lack of it – affect our ability to work.

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We reviewed the results of the survey and noted strong clusters of member interest in two areas:

- 1. PEACE AND CIVILIAN CASUALTIES**
- 2. CIVIL LIBERTIES**

The activities that the greatest number of members wanted to engage in were:

- 1. PUBLIC SPEAKING, TALKING TO MEDIA AND WRITING FOR THE PUBLIC**
- 2. PEACE EDUCATION**
- 3. WORKING WITH LIKE-MINDED ORGANIZATIONS**

There was a very low level of interest in doing organizational work. In discussion we agreed that people may be willing to undertake organizational tasks which are clear and specific.

We reframed the agenda for the remainder of the AM discussion to focus on the interconnections among:

- 1. MEMBER INTERESTS AND TIME COMMITMENT**
- 2. PT STRUCTURE AND COMMUNICATION**
- 3. PT GOVERNANCE AND ACCOUNTABILITY**

General consensus emerged around the following points:

We want to find a way to accomplish our Mission in a different way.

Goals 5 and 7 no longer have such strong support – but there is little harm in having them remain as part of our M&G

We need to change the fundamental understanding of PT so that members feel that they should, can and must act.

There must be more member input in projects – their initiation, design and execution.

Hope that this can be achieved through major rethinking of PT communications and use of some new technology.

The War in Afghanistan and the occurrence of civilian casualties of war everywhere means that we remain very, very relevant.

## **Sat PM session:**

Goal – members want to keep PT in some shape, need to figure out what and how - keeping in mind member interest and time commitment; structure and communication; governance and accountability.

UJP model: orgs inspire each other, communication tools essential. Members can help each other by sharing their projects info with each other. Member interest is public speaking and writing letters.

Loretta is resigning as membership coordinator. How do we get new members, and younger members? Should we expand membership to include nonfamily members (perhaps call them affiliates)?

Not having a grant would mean no office and no staff person. Don't need permission to be a peace activist. Discussion as to the difference between being a member and doing something, and being a member and doing a project sponsored/endorsed by PT.

Doesn't have to be either/or scenario; very few issues need to come through the SC.

PT could be a conduit for member projects. Person who brings the project has to own it, get it funded, staff it. Question of vetting process. OWS an example. WESPAC another example – has 501c3, board of directors, mission statement. Acts as fiscal sponsor. Person requests support from board, has to report back to board and send info to membership. Umbrella organization and sometimes WESPAC sponsors events themselves.

Need some type of oversight for PT endorsement.

Nancy's proposal is not to do central projects, but then we wouldn't get certain funding. If member projects were to be official PT projects, would change nature of relationship with Tides, Project Director would be legally responsible.

Visitation model: "sure". If keeping with the mission, let PT member take on all the other responsibility.

Tides model requires an SC of 3. PT may need another model if we are going to re-structure. How do we fund an office or minimal staff?? Issue of projects coming under government scrutiny so we need to be careful. PT has sometimes used Tides lawyers for assistance. This is a reason to stay with Tides.

Project is rare; the more common scenario is an endorsement for an event etc.

Terry R would like PT to exist on some level akin to a network. Doesn't need an office. Little interest in doing administrative work, want to do the actual peace work. Some uncomfortable with this idea.

Q of UFPJ and who they would call if they wanted a speaker for a rally ...

What are our responsibilities to the INP? To Nonviolent Peaceforce?

Even website and data base would cost money – several thousand dollars per year. And why would a singular person get funding as opposed to an organization? Bare minimum: how much would that cost?

If we are a project of another group – may come with restrictions (eg of Amnesty Intl) Terry G has semi optimism about future funding. Phyllis advises against becoming our own 501c3. Other members think it's a good idea (Sara is president of a group in Greenwich). Saw the problem more of getting volunteers, having a good structure in place. Model of NYers for Alternative Against the DP – have speakers who will talk to groups etc about their personal experience.

Education could be a big part of what PT does now...

There's a difference between member interest and time commitment.

Check in with members here re: time commitment

LF: limited time

EJ: half day / week esp cc's and Afghanistan

SB: has access to 2 colleges for speaking and engaging young people

JL: no time

DL: likes speaking esp during college breaks

EL: has time during breaks; esp interested in membership

BF: 2-4 hours/week but must be task specific!

JF: hard time thinking of tasks he could be good at except interested in talking to teachers and teenagers about 9-11 (co-teaching)

RB: current 8 hrs/week, but can only do 2 hrs week; likes education and peace thru the arts

GW: flexible hours; likes peace ed and website

RL: limitless as long as moving in the direction of PT's original intent; likes detail work; can limit what a SC is bogged down by very easily

TG: 8 hrs/week; grant writing; project director now

SB: flexible, interested in CC's; no lobbying; checks email a lot

CT: not complete answer now

KW: available for special events

CK: issue oriented; very interested in Gitmo trials

TR: spends 20 hrs/week doing work on Iraq and for UFPJ – but not specifically PT

NM: likes speaking and educational work, can incorporate into her work

Issues for further discussion:

Always people who complain; same people doing the work; need organizational chart – need to leave here with a structure in place

Effective use of time and using people's skills, ie; Rita

John proposing public speaking, writing become our major work. Make a blog alongside our website. Administrative tasks need to be assigned. Blog would have to be linked to activities that are new and substantive.

Other specific proposals for structure??

Sandra: Elaine take over membership; add an SC member; keep current grant; pare down to Nancy's model.

Model #3 – ally ourselves with another organization where we would be under their umbrella ie; FOR, Amnesty Intl (no) but would that really solve our problems. Could have a commensurate relationship with FOR??

Decision making and trust issues; it becomes painful for members if this issue and the problems it creates is not addressed. Personalities matter less if people know where they stand. Do we want to review the operating manual?? Because if members believe in the manual, the personality wouldn't matter.

Cost benefit analysis FOR vs. Tides; who would then be decision-makers?? Yes – PT would be

Many people are willing to lobby both in DC and in their home states. Strategically better approach is educating people so fear doesn't work. Lobbying very painful and a lot of work but can work (slowly).

Thinking strategically about lobbying vs. ways to influence public opinion thru media work and pairing with partners about trials at Gitmo

How do members get in touch with each other and find out each other's email addresses? Idea of member only website.

[We ended with agreement to resume discussion Sunday AM with specific proposals for a new organizational structure – including detailed review of Nancy Myer's recommendations.]