



**Mannaheim Kindred® Articles of Incorporation and Bylaws
Fairfax, Virginia**

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Mannaheim Kindred® Articles of Incorporation and Bylaws

Version Control Record

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Introduction

These Bylaws were originally generated in 2007 the late Kyle Watts, a former Kinsman. They have provided an iron-clad mechanism to avert many of the actions / activities that destroy groups. The Bylaws have been updated in 2019 specifically to address: “hate” groups and sexual harassment that is now commonly found in social media; incorporate lessons learned; and, expand on the roles and responsibilities within the Kindred and the process of Membership.

The following articles and appendixes shall be read by anyone who is potentially interested in becoming a Sworn Member of Mannaheim Kindred:

- Article 3 – Statement of Faith
- Article 4 – Organization Membership
- Article 5 – Church Membership
- Appendix 1 – Mannaheim Tribal Values
- Appendix 2 – The Mannaheim Liturgical Calendar
- Appendix 3 – Mannaheim Welcome Packet
- Appendix 4 – Mannaheim Roles
- Appendix 5 – Prevention of Sexual Harassment Briefing

Mannaheim Kindred Directors and Officers shall acquaint themselves with the whole document and shall refer to it often.

Article 1 - Offices

Section 1. Principal Office Location

The principal office location of Mannaheim Kindred, hereafter referred to as “the organization” is in Fairfax County, State of Virginia.

Section 2. Change of Address

The designation of the county or state of the organization's principal office may be changed by amendment of these Bylaws. The Board of Directors may change the principal office from one location to another within the named county by noting the changed address and effective date and such changes of address shall not be deemed, nor require, an amendment of these Bylaws.

Section 3. Other Office Locations

The organization may also have office locations at such other places, within or without its state of incorporation, where it is qualified to do business, as its business and activities may require, and as the Board of Directors may, from time to time, designate, by amendment to these Bylaws. These office locations shall follow these Bylaws and report quarterly on their activities to the Board of Directors. These other locations shall be governed by a Mannaheim Gothi or Gythia whose Membership is in good standing. (These others locations shall be named Mannaheim Kindred – City, State, i.e., Mannaheim Kindred – Fairfax, Virginia; Mannaheim Kindred – Buffalo, New York; etc.)

Article 2 - Nonprofit Purposes

Section 1. IRC Section 501(c)(3) Purposes

This organization is a church organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code.

Section 2. Definitions

For the sake of clarity within this and other church documents, the following definitions are provided:

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- a. The legal name of this church is "Mannaheim". The church may conduct its affairs under the name "Mannaheim Kindred". Within this and other church documents, references to "the Kindred" are synonymous with "the church" or "the congregation" and refer specifically to Mannaheim Kindred, unless specifically stated otherwise.
- b. "Heathenry", "Heathen" and "Germanic Heathen religion" are terms used to describe the pre-Christian religion of the northern European people, usually identified ethno-linguistically as the Germanic or sometimes Teutonic people, and followers of modern reconstructions of these religions. "Heathen Gods" shall refer collectively to the Gods and Goddesses associated with the pre-Christian Germanic cultures.
- c. The terms "Pagan", and "Neo-pagan" are used interchangeably to refer to modern earth-based religions or the followers of such religions, and for our purposes are assumed to include Heathenry.
- d. The term "Member" or "Members" in this document also refers to "Sworn Member" or "Sworn Members" and denotes someone who has successfully met the requirements for Membership and has sworn to uphold the Tribal Values on the Mannaheim Oath Ring.
- e. The term "Kindred" refers collectively to the Sworn Members of the church (Mannaheim).

Section 3. Specific Objectives and Purposes

The Kindred is a religious and charitable nonprofit organization, an intentional community effort established to provide opportunities for good people to reach their best potential through worship, nature conservancy, education, and mutual support.

To meet these objectives, the specific purposes of the Kindred shall be:

- a. To serve as a church for the practice of the pre-Christian religion of the Germanic peoples and to serve the religious needs of its congregation without prejudice of any kind, including based on an individual's race, ancestry, gender, or sexual orientation;
- b. To foster a safe environment for whole-family attendance/participation at religious observances and pagan community events;
- c. To train clergy for the practice and study of Germanic Heathen religion;
- d. To provide a broad range of educational opportunities, including modern pagan theosophy and doctrine in a variety of paths, cultural studies, leadership skills, and tribal organization;

- e. To positively represent the Kindred and the Germanic Heathen religion in the community;
- f. To facilitate and promote cooperation and community among non-discriminatory groups and individuals practicing Germanic Heathen religion, other Neo-pagan religions, and nature conservation;
- g. To acquire property and resources (such as research materials, facilities and land) which shall further the foregoing purposes; and,
- h. To engage in other activities in support of the pagan community and the fostering of responsible pagan values.

Article 3 - Statement of Faith

Section 1. Kindred Beliefs

- a. In our Kindred, we worship the gods and goddesses of the pre-Christian northern European peoples, sometimes variously called Germanic, Norse, or Teutonic. Among these gods are Odin, Frigga, Thor, Frey, Freya, Tyr, and many more.
- b. We recognize that many of the beliefs and forms of worship have been lost to time, but we continue to strive to reconstruct their rituals and faith from surviving literature in a way that supports modern spiritual needs.
- c. We pay homage to our Ancestors, the Dísir and Alfar, and the land-spirits.
- d. We believe that we are each personally connected to the gods, goddesses, and ancestors.
- e. We believe that we are each capable of communicating with them without an intermediary but choose our religious leaders (male "Godthi", female "Gythia", plural "Gothar") from our own Kindreds to guide our rituals with their knowledge, wisdom, and experience.
- f. We believe that we are each connected by bonds of affection, duty, and shared goals. We believe that everyone's actions affect the honor of the Kindred.
- g. We believe that any person, regardless of religion, race, gender, sexual orientation, or political views has equal value as a human being or as a potential Member of our Kindred. We do not and shall not discriminate against any person based on these factors, judging them only by the value of their actions.

h. We believe that the spiritual and material health of humanity is connected to the wellbeing of the Earth. We believe that it is our duty and our honor as Heathens/Pagans to support her.

Section 2. Tribal Values

Mannaheim has adopted the following values as the cornerstone of who we are as a group, and how we shall behave.

- Autonomy
- Cooperativeness
- Courage
- Generosity
- Honor
- Hospitality
- Family
- Frankness
- Friendship
- Moderation
- Simplicity
- Steadfastness

(For further elaboration, see Appendix 1.)

Section 3. Mannaheim Rituals and Liturgical Calendar

Monthly rituals (Blots) shall be based on the spirit of the original “Ravenbok” © 1991 authored by Lewis Stead and its liturgical calendar shall be agriculturally based and incorporate local holiday customs and inspirational readings where applicable and appropriate as follows:

- January – Charming of the Plow
- February – Feast of the Family
- March – Summer Finding
- April – Walpurgis Night
- May – Feast of Mead-making
- June – Mid-Summer
- July – No Blot (Family Vacations)
- August – Loaf Feast or Frey’s Feast
- September – Winter Finding
- October – Dísir Blot
- November – Feast of the Einherjar
- December – Post-hunting Feast
- December – Yule Feast

(For further elaboration, see Appendix 2)

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Section 4. Spiritual Development

Mannaheim Journeymen and Members shall be responsible for their own Spiritual development.

Section 5. Study Materials

Mannaheim shall endeavor to use authors and websites that reflect inclusiveness and promote responsible scholarship.

Mannaheim shall not use authors and websites that are affiliated with known racist groups or individuals except for the purposes of studying them and their hate messages.

Second-hand book purchases from some authors who remain subject matter experts in some areas are acceptable on a case by case basis and should be discussed with the Board of Directors before including them in Mannaheim-sponsored classes.

Mannaheim-supplied course guides, study materials and core concepts are proprietary and shall not be shared with people outside of the group for which the materials were created.

Use of Mannaheim-supplied course guides, study materials and core concepts outside of the group for which the materials were created are grounds for immediate dismissal from the group and may be grounds for legal action.

Section 6. Training

The Board of Directors shall approve proposed curriculum and training courses related to outside speakers and commit funds for the express purpose of supporting these speaking engagements.

Members shall not be required to pay for or attend these events; however, Members who commit to attend these events are expected to share the costs related to travel, honorarium and food related to these events.

Any training offered (to Members) is at the discretion of the Board of Directors.

Article 4 - Organization Membership

Section 1. Organization Members

The Organization shall have no Members. Any action which would otherwise require approval by a majority of all Members shall only require approval of the Board of Directors. All rights which would otherwise be vested in the Members shall only be vested in the Board of Directors.

Section 2. Members of the Kindred

a. Nothing contained in Section 1 of this Article shall be construed to limit the right of the Organization to refer to persons associated with the Organization as 'Members' even though such persons are not organization Members, and no such reference in or outside of these Bylaws shall constitute anyone being a Member, within the meaning of the Virginia Non-Stock Organization Act, Chapter 10 of Title 13.1 of the Code of Virginia.

b. The Organization may confer by amendment of its Articles or of these Bylaws some or all of the rights of a Member, as set forth in the Virginia Non-Stock Organization Act, upon any person or persons who do not have the right to vote for the election of Officers or on a disposition of substantially all of the assets of the Organization or on a merger or on a dissolution or on changes to the Organization's Articles or Bylaws, but no such person shall be a Member within the meaning of said Virginia Non-Stock Organization Act.

Article 5 - Church Membership

Section 1. Purpose of the Kindred

The congregation of Heathens (or Heathen-friendly people) who have applied for Membership and have been duly accepted shall constitute a spiritual body, united for the spiritual purposes set forth in the Statements of Faith at Article 3 and in the Organization Membership at Article 4 of these Bylaws.

Section 2. Membership Application Process

Membership in Mannaheim Kindred is not a right, it is a privilege. To be eligible for Membership, individuals (regardless of relationship to current or potential Members) shall pass through the following “gates”, supervised by one or more Mannheim Board Member(s):

a. Gate 1 - Querent: The Querent has expressed an interest in meeting in a public setting to ascertain mutual interest and approval for proceeding to the next gate. The current approved methods for meeting prospective Members are organization sponsored “Heathen Night Outs” or other public events mentioned in social media forums that include at least two Mannaheim Board Members. To proceed to the next Gate, the Querent must 1. be approved by at least two Board Members who evaluate them for suitability to enter private homes, and, 2. read and initial all required reading material as noted below and included as appendixes:

- Mannaheim Tribal Values (Appendix 1)
- Mannaheim Liturgical Calendar (Appendix 2)
- Mannaheim Welcome Packet with signature page (Appendix 3)

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- Mannaheim Roles (Appendix 4)
- Prevention of Sexual Harassment (POSH) with signature page (Appendix 5)

b. Gate 2 - Attendee / Guest: The Attendee / Guest has been cleared via a public event or who is known to a Sworn Member who attends events. The preferred method is to have the Attendee / Guest cleared in advance by at least one Board Member (ideally two), and, if the meeting occurs in a private home, by the home-owner. No attendee or guest may bring an additional unknown guest without prior approval of a Board Member or home owner. Signature pages from the Mannaheim Welcome Packet and the Prevention of Sexual Harassment (POSH) must be provided (to a Board of Director) at the first private event. The Attendee / Guest is eligible to attend Mannaheim Kindred sponsored study groups at the discretion and invitation of the Board of Directors.

c. Gate 3 - Applicant / Journeyman: The Applicant / Journeyman has transitioned from being an Attendee / Guest by expressing a desire to become a Sworn Member to the Board of Directors (or is approached by the Board of Directors). This person has likely also attended other Mannaheim-sponsored events (Heathen Night Outs, Book Study, Camp-outs, Speakers, etc.). The Applicant / Journeyman is eligible to attend Mannaheim Kindred sponsored study groups at the discretion and invitation of the Board of Directors.

d. Gate 4 - Sworn Member: The Sworn Member has gone through the Membership process and has by word and deed exhibited the qualities outlined in the Tribal Values. All prospective Sworn Members must complete two Yule cycles by regularly attending monthly Blots and other Kindred-sponsored activities before being considered for Membership. Potential Members are voted on by the full Board of Directors in an annual meeting held in early November each year. Except for children under the age of 16, family Members / significant others must complete the Membership cycle individually!

Section 3. Active Membership

Active Membership in the Mannaheim Kindred shall be open to all persons who honor the Heathen Gods and promise (swear) to follow the Kindred's Tribal Values, while following the above outlined criteria for Membership.

Section 4. Lapsed Membership

At the discretion of the Board, Sworn Members who have not attended a Mannaheim worship service or Kindred activity for a period of at least 90 consecutive days or longer shall be placed in lapsed Member status and shall be unable to attend closed events as designated by the Mannaheim Board or clergy. Lapsed Members shall be reinstated once they have met the requirements for current Membership. In some cases, this can be accomplished by simply

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meeting with the Board of Directors to become acquainted with any changes in the Bylaws and norms enacted during their absence.

Section 5. Leave of Absence

Any Member may petition the Board to take a leave of absence due to circumstances beyond his or her control by providing written explanation, including a justification and the time frame during which they shall be unable to attend. If the period exceeds 90 days or longer, Sworn Members shall be placed in lapsed status (per above) but can be reinstated once they have met the requirements for current Membership.

The Board of Directors may also direct a Member to take a leave of absence not to exceed 90 days at their discretion as part of course correction (per Section 13 of this Article).

Section 6. Suspended or Revoked Membership

At the discretion of the Board, Sworn Members who have not demonstrated an ability to follow The Tribal Values, the by-laws, or who are deemed unfit or unable to work within the constructs of the Mannaheim community shall have their Membership suspended or revoked.

Section 7. Tribal Elders

Tribal Elders include all founding Members (1999 – 2002), and / or current Members who have been with the Kindred for at least 10 years, with no extended breaks in attendance, and who are also in good standing.

The Tribal Elders are entitled to attend any meeting of the Board of Directors and shall collectively count as a single Director vote. Elders in attendance shall not be counted toward determination of quorum. The wisdom of the Tribal Elders shall be called upon in times of crisis.

Designation of any individual as an Elder shall be perpetual. Such designation may be rescinded only under the most extreme and unusual circumstances of discredit to the Kindred, and such decision may only be made at a full meeting of the Board of Directors with 100% attendance by all current Directors and all other available Elders. The decision for removal from the Tribal Elders must be by unanimous vote.

Section 8. Voting Privileges

Membership in this church shall not vest in any Member any proprietary rights in the Organization but shall only entitle the Member to vote at a meeting of the Members on those matters that the Board of Directors chooses to submit to the church Membership for affirmation.

In such cases, voting privileges are restricted to Members who are in good standing, who are not under any disciplinary action, and who have passed their sixteenth (16th) birthday. Membership shall not be assignable inter vivos by any Member nor shall Membership vest to any personal representative, heir, or devisee.

Section 9. Applications for Membership

All requests for Membership shall be made to the Mannaheim Board of Directors. Upon making such a request, at least two Board Members shall meet with the applicant to discuss the Mannaheim Kindred Articles of Incorporation and Bylaws, specifically Article 3, Statement of Faith and Article 5, Church Membership. Each applicant shall assent to the Statement of Faith and Tribal Values and agree to subscribe to the Bylaws as part of the interview process. If approved by the Board of Directors, the individual shall be informed of their provisional Membership in Mannaheim., which must be formalized via the Mannaheim Tribal Values oath at the Yule Sumbel.

Section 10. Denial / Revocation of Membership (or Entrance to Events)

If, upon review of an application for Membership or after meeting with a prospective or provisional Member, the Board of Directors determines that the applicant has made their application under false pretenses or there is a lack of evidence that the individual intends to uphold the Tribal Values, then Membership (or entrance to events) shall be denied.

Membership (or entrance to events) shall also be denied / revoked given any evidence for the following:

- Conviction of any violent or sexual offence; or,
- “Hate Speech”. Items of Hate Speech include using hate-inspired images, emblems or tattoos, jewelry, and, clothing that seek to intimidate or denigrate others based upon country of origin, religion, race, gender, sexual orientation, or political views or making or following social media posts that seek to intimidate or denigrate others based upon country of origin, religion, race, gender, sexual orientation, or political views; or,
- Use of religious names or emblems to inspire hate or to identify oneself as part of a known hate group; or,
- Wearing clothing with art or words that might offend other guests or people that one may come in contact at a Kindred sponsored event (for example, the neighbors); or,
- Sexual harassment or racist / homophobic behavior of any kind or,
- Conduct or behavior that endangers others or creates a hostile environment for others.

The decision made by the Board shall be final and there shall be no appeal to any court from that decision.

Section 11. Admission of Applicants

Membership in Mannaheim becomes official upon formally taking the Mannaheim Tribal Values oath. After approval by the Board of Directors and taking the oath, provisional Members shall enjoy any benefits normally accruing to Kindred Members.

Section 12. Mannaheim Oath

Mannaheim shall have an intermediary step toward full Membership (known as the Journeyman process) that recognizes those people who seem to be a good fit and who had regularly attended Pot Lucks and Blots for two Yule cycles.

To become a Journeyman, as noted under Section 2. Membership Application Process they must be familiar with the Norms associated within each of the Tribal Values and demonstrate by words and deeds a willingness to conduct themselves accordingly. They also must have the ability to discuss the Tribal values and agree to assist Mannaheim in the keeping of the norms described within each of the Tribal Values as well as any other that are kept by the Kindred.

After meeting the length of attendance requirement, they shall meet with at least two of the Board of Directors to discuss the Tribal Values no later than October 31st before the Board of Directors votes on their suitability for Sworn Membership at their November meeting.

The Directors shall discuss the Mannaheim Kindred Articles of Incorporation and Bylaws, specifically Article 3, Statement of Faith and Article 5, Church Membership. Each applicant shall assent to the Statement of Faith and Tribal Values and agree to subscribe to the Bylaws as part of the interview process.

There shall be a set number of questions asked of each potential Member to include:

- Which Tribal Value do you most identify with? Why?
- Which Tribal Value do you least identify with? Why?
- What talent do you bring to the group and how will it benefit Mannaheim Kindred?

If approved by the Board of Directors, the individual shall be informed of their provisional Membership in Mannaheim, which must be formalized via the Mannaheim Tribal Values oath in December at the Yule Sumbel.

The following text shall be read and repeated (by the Gothi or Gythia) as appropriate at the Yule Sumbel to bring in new Members as described above:

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“To become a Sworn Member, Journeymen must demonstrate a willingness to pull up their sleeves and participate in making a facet of Mannaheim better in some way, which is, “enriching the luck of the group”.

“This is not to say that remaining a Journeyman is not a desirable state, since some people may have a lot going on in their lives and are unable to participate at the level required to be a full Member and that is perfectly acceptable.

“Journeymen have by word and deed surpassed our expectations and are well on their way to full Membership within Mannaheim. They have camped with us, they have attended extra events, and, they have constructively contributed to the ongoing evolution that is the Mannaheim organization.

“The Board of Directors have conferred and agreed that we are very fortunate to have these individuals (or this individual) join the Kindred.

[Name (or Names)], please come forward; we are very proud to ask you to take the oath as a full Member of Mannaheim!

[Note: Have new Members hold the ring and older Members stand outside with their hands on the new Members shoulders...]

“Please repeat after me:

“I swear of my own Free Will to ever uphold the Tribal Values of:

- Autonomy, Cooperativeness, Courage, Generosity,
- Honor, Hospitality, Family, Frankness,
- Friendship, Moderation, Simplicity, and, Steadfastness.

“I will strive to be True to my Self, and to my Family and Gods, however I define them. By the Gods I so swear.

“By my honor, I so swear. On this Holy Ring, I so swear. Hail the Gods.”

The Gothi (or Gythia) then says:

“Hail and be welcome into Mannaheim”.

After administering the oath, the Board shall convene review sessions with the provisional Members within 120 days to assess how they are fitting in and then again at 240 days. Providing the Provisional Members and the Board mutually agree that they are a good fit, Provisional

Members shall become full Members the following Yule. At any time during the first year, Provisional Membership can be revoked by the Board of Directors without convening a Course Correction session.

Section 13. Responsibilities of Members

Mannaheim is an Interdependent Organization, whereby Members cooperate with one another and use collaborative thinking to develop the “best” solution or outcome.

Members shall accept direction from the Board of Directors to ensure that they are properly representing the Kindred.

Members must be appointed by the Board of Directors to act on Mannaheim’s behalf when interacting with other entities or organizations; for example, leading projects and activities or religious ceremonies. At times, this is simply an ad hoc verbal agreement by the Board of Directors for “pop-up” activities (occurring at a festival, for example) and at other times, there may have to be a more formalized discussion (occurring at a Board Meeting).

At no time shall Members represent themselves as speaking on behalf of the Kindred, or conduct business on its behalf, without first seeking and receiving express written permission (similar to a limited power of attorney) by the collective agreement of the Board of Directors. This agreement is on a case by case basis and shall not be considered a blanket agreement unless otherwise stated in writing. This written permission can be granted via email and must copy all of the Board of Directors!

Otherwise, Members shall explicitly state that they are acting or speaking on their own and are not representing the views and interest of Mannaheim Kindred.

Members shall seek to exercise their spiritual gifts for the mutual benefit of the Kindred and shall adhere to the by-laws and submit to the rules and official directives of the Board of Directors.

Members shall always exercise discretion and specifically shall behave or speak in such a way as to avoid causing offense or revealing sensitive information about the Kindred or its current and former Members.

Members shall seek to think the best of one another and work to reduce conflict by treating one another with courtesy and respect.

Members shall seek redress for grievances via the Board of Directors (not individual Board Members) and shall accept any decision made by the Board as final.

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For the purposes of this organization, Members shall have no assumption of privacy in regard to statements made which could be repeated in a court of law.

Members shall observe health and safety practices that emerged as part of the COVID-19 Pandemic Protocols. Anyone experiencing fever, dry cough, tiredness and loss of taste or smell, aches and pains, headache, sore throat, red or irritated eyes, diarrhea, a skin rash or discoloration of fingers or toes, nausea or vomiting should not attend an event to avoid spreading an illness.

Section 14. Course Correction

It shall be considered a Course Correction Session (or Investigation related to Course Correction) whenever two or more Board Members meet with a Member to discuss concerns, behavior, or other issues.

a. The purpose of course correction within the Kindred is to ensure the physical, emotional and spiritual wellbeing of the whole Kindred and each individual Member. In honoring the Gods, as in all aspects of life, duplicity and falseness reflect negatively upon us all.

b. Members of the Kindred and all others who regularly attend this church's sponsored activities must know and live by the Tribal Values and adhere to these Bylaws. Any individual who demonstrates a willful reluctance to follow these Values and Bylaws as determined by the Board of Directors shall be subject to counseling by the Board of Directors and possibly dismissal. Before such dismissal, however,

1. it shall be the responsibility of any Member of this Kindred who has knowledge of an infraction to immediately warn and correct the individual directly and in private (as circumstances permit) and to bring it to the attention of the Board of Directors as soon as possible.
 2. if the person is not receptive to this correction, or when the infraction is frequent, flagrant, or egregious, then, the Member should bring it to the immediate attention of the Board of Directors.
 3. the Board of Directors shall then investigate and document the issue. If the Board of Directors determines that there is enough evidence of the infraction, that the individual has been confronted and is not taking steps to correct their actions or behavior, (or if the infraction is especially egregious (for example, violates the Mannaheim Prevention of Sexual Harassment rules) then,
 4. the Board of Directors shall communicate its findings and the consequences in writing to the individual and inform the Kindred of the situation via electronic messaging, email, or in person at the church's next regularly scheduled ritual service.
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5. the individual may at the discretion of the Board of Directors be barred from further attendance at any Kindred event or activity.

c. Members of the Kindred and all others who regularly attend this church's sponsored activities agree that there shall be no appeal to any court because of the dismissal or because of public statements to the Membership made during the course correction process.

d. Members who are under course correction (or investigation) by the church, as defined in the previous paragraphs, forfeit and waive the right to resign from the Kindred. Resignations from Membership are possible only by Members who are in good standing and who are not under any disciplinary action.

e. Separate and apart from the process of course correction, but subject to the discretion and approval of the Board (or a duly constituted subcommittee thereof), a Member, non-Member, regular attendee, or other individual may be notified that he or she is not to be present upon church premises for such a period as is deemed necessary for the safety and wellbeing of others on church premises. Such required absence may, but need not, be concurrent with course correction of that person.

f. At any time, a guest, Journeyman, Member or Board of Director has the right to invoke the "Emergency Brake" phrase if and when they feel uncomfortable about a behavior, activity, or incident they witnessed. Within seven days of the "Emergency Brake" phrase being invoked, there shall be a meeting scheduled that includes at least three of the five sitting Board of Directors, all available Members (if appropriate) and the individual who invoked the "Emergency Brake" phrase to discuss the incident and any discovery material that may have been collected during the intervening seven day period. (This meeting can be virtual using a social media tool.) An output of this meeting shall be an agreed-upon actionable resolution to resolve the incident which shall be implemented within 72 hours of this meeting by the Board of Directors.

g. Alcohol (and mead specifically) is part of the Heathen tradition but is to be enjoyed responsibly and reasonably within the context of Mannaheim-sponsored events. For example, weddings, funerals and celebrations will include copious amounts of alcohol. Members are expected to know their limits and act accordingly. Members who are abusing alcohol or drugs (legal or otherwise) or who have been in Addiction Recovery or who have treatable mental health concerns are responsible for adhering to the tenets their chosen Recovery program. Habitual abuse of alcohol or drugs or being under the noticeable and excessive influence of alcohol or drugs at a Mannaheim-sponsored event (especially where there are children or guests) shall be cause for course correction and can include a Board of Directors counseling session and a 90-day leave of absence, where the Member is expected to address the issue and work their Recovery plan.

Section 15. Gift Giving

Gifts are frequently given as part of an effort to gain influence or are seen by others as an attempt to gain influence. Additionally, not all Members have the resources to give gifts and therefore may feel that they are at a disadvantage or feel that they owe something to the gift giver. Therefore, gift giving shall be restricted to major life events only (naming ceremonies, marriages, new home, etc.) to ensure that there is no appearance of using gift giving to influence other Members (or the Board of Directors) or implied pressure on Members who cannot afford gifts to provide them when they cannot.

Section 16. Regular Meetings

A regular annual meeting of the church Members shall be held at the principal office of the church (as the same shall be from time to time designated in the minutes of the Board) coinciding with the January regular meeting of the Board of Directors. At such regular annual meeting, the Members shall consider reports of the affairs of the Organization and transact such other business as the Board determines shall be brought before the meeting, including but not limited to affirmation of the appointments made by the Board of those who shall serve as Directors for the ensuing year and the election of Officers.

Section 17. Special Meetings

Special meetings of the Members may be called at any time by order of the President, Vice President, or by a quorum of the Members of the Board of Directors.

Section 18: Notice of Meetings

Notice of regular meetings shall be posted on Kindred electronic mailing lists (or social media) fourteen (14) and seven (7) days prior to the meeting.

Section 19: Quorum

At all meetings of the Members, whether regular, special or adjourned, the Members present shall constitute a quorum for the transaction of business.

Section 20: Voting Rights

Those admitted to Kindred Membership do not constitute a legislative body, nor do they constitute Members of the Organization, and they cannot vote, pass resolutions binding upon the Organization, nor shall they have any equity in the real property of the Organization, or rights

to vote on its disposal. Said property of the Organization is dedicated to religious and charitable purposes as outlined in the Articles of Incorporation.

Article 6 - Directors

Section 1. Number

The Kindred shall always have five Directors, and collectively they shall be known as the Board of Directors (the Board). Members of the Board shall be at least 30 years old and shall conduct themselves in a manner that is above reproach and hold themselves and each other to the *highest* standard and serve as shining examples to the rest of the Kindred.

Section 2. Qualifications

Members of the Board shall have the following experience, qualifications, and abilities:

a. Leadership Skills shall preferably be the result of professional work experience as a supervisor, team lead or as part of a military assignment; otherwise the successful completion 9 credits of leadership classes from an accredited institution (community college or university) as evidenced by an unofficial transcript or report card can be substituted along with an official description of topics covered in each class.

1. Classes shall cover 101, 102, and 103 level “Organizational Management and Leadership” topics (or equivalent);

2. These classes shall be approved by the Board in advance if they haven’t been previously taken to ensure that they cover the desired topics; and,

3. Candidate shall be prepared to discuss this experience or classwork and give examples of how it applies to the position.

b. Time in the Kindred (at least three years as a Sworn Member).

c. Ability to be resolute and adhere to Tribal Values and core beliefs and consistently model that behavior.

d. Reflect the degree of confidence required to ensure and sustain Members’ trust.

e. Commitment and passion for “the work” by doing as much and more to promote the Kindred’s group luck, success, and happiness (Hamingja).

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f. Ability to be collaborative (with other Board Members) to create and communicate a shared vision to Mannaheim Members and work with them to develop the strategy to achieve Mannaheim group goals.

g. Ability to make the right decision at the right time and to stand by it unless new information comes to light that causes the Board to modify that decision.

h. Experience holding oneself and others accountable for their actions and the ability to tactfully address issues on the Board and among Members, with the goal being that the preferred outcome is collaboratively reached, and course correction is established and successfully completed.

i. Ability to champion Mannaheim Goals and to delegate activities to Members and empower them to think and act independently in accordance with Tribal Values, Norms and Prevention of Sexual Harassment briefing.

j. Ability to think creatively and to contribute to an innovative solution.

k. Capability to be both empathetic and steadfast when it comes to making “hard decisions” about separating guests, Journeymen and Members who are unable to adhere to the Tribal Values, Norms and Prevention of Sexual Harassment briefing.

l. Ability to be discreet when dealing with internal issues while also ensuring that all other Directors have the same level of information to ensure that decisions / outcomes are based on all the available information.

Any candidate for a vacant Board position shall be interviewed by the full Board and shall be required to present evidence of qualifications of work and / or education experience listed under, a. Leadership Skills and b. Time in Kindred and then give examples of experience for items c. through l.

The decision of the Board appointment (or nonappointment) shall be final.

Section 3. Powers

Subject to the provisions of the laws of this state and any limitations in the Articles of Incorporation and these Bylaws relating to action required or permitted to be taken or approved by the Members, if any, of this organization, the activities and affairs of this organization shall be conducted, and all organization powers shall be exercised by or under the direction of the Board of Directors.

Section 4. Role and Duties

The primary role of the Board shall be to monitor the day to day activities of the organization, provide strategic advice to Members, and, promote the continued success of the organization, while also ensuring conformance to the Tribal Values, Mannaheim Norms and concepts presented in the Prevention of Sexual Harassment briefing. The Board shall understand, predict and make decisions based on:

- a. Current statutes, laws, safety and well-being of Mannaheim Members and guests;
- b. Likely consequences of any decision in the long term to both Mannaheim and its Members;
- c. Best interests of Mannaheim (as an organization) and its Members;
- d. Need to foster (or retract) Mannaheim's support and relationships with other Kindreds and groups;
- e. Impact of Mannaheim's operations and reputation related to the advancement of independent Heathenry and other religious groups;
- f. Desire of Mannaheim and its Members to maintain a reputation for high standards of conduct; and,
- g. Need to act impartially and equally when dealing with individual Members, Journeymen, guests and other organizations.

It shall be the duty of the Directors to:

- a. Perform all duties imposed on them collectively or individually by law, by the Articles of Incorporation, or by these Bylaws;
- b. Appoint and remove, employ and discharge, and, except as otherwise provided in these Bylaws, prescribe the duties and fix the compensation, if any, of all Officers, Agents, and Members of the organization;
- c. Supervise all Officers, Agents, and Members of the organization to assure that their duties are performed properly;
- d. Meet at such times and places as required by these Bylaws;

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- e. Register their mailing and e-mail addresses with the Secretary of the organization, and notices of meetings mailed, telegraphed or otherwise transmitted to them at such addresses shall be valid notices thereof;
- f. Notify the Board in a timely manner of any conditions, actions or situations that would impact the organization negatively or, if made known to the public, would result in the degradation of the organization's reputation.
- g. Oversee the selection and appointment of clergy to meet the religious needs of the Kindred.
- h. Oversee the selection and appointment of Officers appointed to conduct internal business on behalf of the Kindred.
- i. Oversee the selection and swearing in of Members brought into the Kindred.
- j. Notify Members when their actions are disruptive to the Kindred and begin Course Correction steps.

Section 5. Term of Office

Each Director shall hold an indefinite appointment and can only be removed by voluntary resignation, death, or removal for cause per Article 5, sections 7 and 10.

Section 6. Compensation

Directors shall serve without compensation except that they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their duties. Any payments to Directors shall be approved in accordance with this organization's conflict of interest policy, as set forth in Article 9 of these Bylaws.

Section 7. Place of Meetings

Meetings shall be held at the principal office of the organization unless otherwise provided by the Board or at such other place as may be designated from time to time by resolution of the Board of Directors.

Section 8. Regular Meetings

Regular meetings of Directors shall be held on the second Sunday of each odd-numbered month at 1:00 P.M., unless such day falls on a legal holiday, in which event the regular meeting shall be held at the same hour and place on the next business day.

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If this organization makes no provision for Members, then, at the regular meeting of Directors held in January, Church Officers (President, Vice President, Secretary and Treasurer) shall be appointed by the Board of Directors.

Section 9. Special Meetings

Special meetings of the Board of Directors may be called by the Chairperson of the Board, the President, the Vice President, the Secretary, by any two Directors, or, if different, by the persons specifically authorized under the laws of this state to call special meetings of the Board. Such meetings shall be held at the principal office of the organization or, if different, at the place designated by the person or persons calling the special meeting.

Section 10. Notice of Meetings

Unless otherwise provided by the articles of incorporation, these Bylaws, or provisions of law, the following provisions shall govern the giving of notice for meetings of the Board of Directors:

- a. Regular Meetings. No notice need be given of any regular meeting of the Board of Directors.
- b. Special Meetings. At least one-week prior notice shall be given by the Secretary of the organization to each Director of each special meeting of the Board. Such notice may be oral or written, may be given personally, by first class mail, by telephone, by e-mail or by facsimile machine, and shall state the place, date, and time of the meeting and the matters proposed to be acted upon at the meeting. In the case of e-mail or facsimile notification, the Director to be contacted shall acknowledge personal receipt of the notice by a return message or telephone call within twenty-four hours of the first transmission. The Secretary shall also attempt to notify the Elders, without need for confirmation.
- c. Waiver of Notice. Whenever any notice of a meeting is required to be given to any Director of this organization under provisions of the articles of incorporation, these Bylaws, or the law of this state, a waiver of notice in writing signed by the Director, whether before or after the time of the meeting, shall be equivalent to the giving of such notice.

Section 11. Quorum for Meetings

A quorum shall consist of at least three of five of the current Members of the Board of Directors. Except as otherwise provided under the articles of incorporation, these Bylaws, or provisions of law, no business shall be considered by the Board at any meeting at which the required quorum is not present, and the only motion which the Chair shall entertain at such meeting is a motion to adjourn.

Section 12. Majority Action as Board Action

Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board of Directors, unless the articles of incorporation, these Bylaws, or provisions of law require a greater percentage or different voting rules for approval of a matter by the Board.

Section 13. Conduct of Meetings

Meetings of the Board of Directors shall be presided over by the Chairperson of the Board, or, if no such person has been so designated, or in his or her absence, the President of the organization, or in his or her absence, by the Vice President of the organization, or in the absence of each of these persons, by a Chairperson chosen by a majority of the Directors present at the meeting. The Secretary of the organization shall act as Secretary of all meetings of the Board, provided that, in his or her absence, the presiding Officer shall appoint another person to act as Secretary of the meeting.

Although it is the Kindred's practice to seek consensus in all decisions, it may from time to time be necessary for the Board to act in the best interests of the Kindred based on a simple majority. Such occasions shall be determined by a majority vote of Directors present at a meeting.

Meetings shall be governed by such other procedures as may be approved from time to time by the Board of Directors, insofar as such rules are not inconsistent with or in conflict with the articles of incorporation, these Bylaws or with provisions of law. In all cases, all Elders present at a meeting, if any, shall have the right to place a single collective Director vote. Consideration of this vote shall be factored into determination of a majority. For example, if 3 Directors and 4 Elders are present at a meeting, then there are 4 votes of the Directorship possible. In this example, if two Directors vote for a resolution and the Elders collectively vote against, then the resolution would fail 2 votes against 2.

Section 14. Vacancies

Vacancies on the Board of Directors shall exist on the death, resignation, or removal of any Director, or, when fewer than the maximum number of Directors is currently in office.

Any Director may resign effective upon giving written notice to the Chairperson of the Board or the President, unless the notice specifies a later time for the effectiveness of such resignation. No Director may resign if the organization would then be left without the minimum number of duly elected Directors in charge of its affairs as indicated in section one of this article, except upon notice to the office of the attorney general or other appropriate agency of this state.

Directors may be removed from office by resolution of the Board of Directors, with or without cause, as permitted by and in accordance with the laws of this state.

Any Director may petition the Board to take a leave of absence due to circumstances beyond his or her control by providing written explanation, including a justification and the time frame during which they shall be unable to serve. If approved, the Director's seat shall not be considered vacant. If this period shall cross the normal period for election of Directors, he or she may or may not be reelected in absentia. Upon return, he or she is responsible for becoming acquainted with decisions made during his or her absence.

Unless otherwise prohibited by the articles of incorporation, these Bylaws, or provisions of law, any open vacancies on the Board may be filled by approval of the Board of Directors. If the number of Directors then in office is less than the minimum provided in section one of this article, a vacancy on the Board may be filled by approval of a majority of the Directors then in office or by a sole remaining Director. A person elected to fill a vacancy on the Board shall hold office until the next election of the Board of Directors or until his or her death, resignation, or removal from office.

Section 15. Non-liability of Directors

The Directors shall not be personally liable for the debts, liabilities, or other obligations of the organization.

Section 16. Indemnification by Organization of Directors and Officers

The Directors and Officers of the organization shall fully be indemnified by the organization permissible under the laws of this state.

Section 17. Insurance for Organization Agents

Except as may be otherwise provided under provisions of law, the Board of Directors may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any agent of the organization (including a Director, Officer, or, other agent of the organization) against liabilities asserted against or incurred by the agent in such capacity or arising out of the agent's status as such, whether or not the organization would have the power to indemnify the agent against such liability under the articles of incorporation, these Bylaws, or provisions of law.

Article 7 – Gothi or Gythia

Section 1. Number

The Kindred shall always have at least one Gothi or Gythia. If there are more than one, the Gothi or Gythia at the principle location (Fairfax, Virginia) with the most seniority (years in the Kindred) shall occupy one of the five Mannaheim Board of Director seats.

Section 2. Qualifications

The Gothi or Gythia must be a professed Heathen and shall be well versed in accepted Heathen Lore and Customs and capable of presiding over monthly Sumbels based on the agricultural calendar as well as officiate at major life events (celebrations, blessings, funerals, etc.). While formal training is not required, strong empathy and public speaking skills shall be required.

Section 3. Powers

The Gothi or Gythia shall be a Sworn Member of the Kindred and shall have such powers as delineated to the position by the Board of Directors.

Section 4. Duties

It shall be the duty of the Gothi or Gythia to:

- a. Perform all duties imposed on them collectively or individually by these Articles of Incorporation and Bylaws;
- b. Conduct monthly Blots, Yule Sumbel and other rituals (including the Mannaheim Oath Ring ceremony and Heathen Professions) as required by the Kindred;
- c. Update rituals as necessary to ensure that they stay fresh and current while incorporating any changes deemed necessary by the Board of Directors;
- d. Ensure that all sources of ritual material, calendar and public meeting text is free of any references to sources related to hate groups;
- e. Ensure that all ritual materials are saved to a cloud server location (managed by the Secretary) so that it can be perpetuated by the Kindred.
- f. Preside over the annual Kindred (January) meeting and update the annual calendar for the coming year to include dates of Blots and other celebrations;

g. Notify the Board in a timely manner of any conditions, actions or situations that would impact the organization negatively or, if made known to the public, would result in the degradation of the organization's reputation;

h. Oversee the necessary mentoring required to perpetuate the Mannaheim ritual traditions among Members brought into the Kindred; and,

i. Oversee the necessary Tribal Value training required of Members brought into the Kindred.

In the case of multiple Kindred locations, the Gothi or Gythia of the principle location (currently Fairfax, Virginia) as a Member of the Board of Directors shall be responsible for disseminating all ritual materials to other locations and holding quarterly meetings (which may be virtual) with other location Gothis and Gythias to ensure that rituals remain in sync and to bring to the Board of Directors any proposed changes to the ritual format by these Gothis and Gythias.

Section 5. Term of Office

The Gothi or Gythia shall hold an indefinite appointment and can only be removed by voluntary resignation, death, or removal for cause per Article 5, sections 7 and 10.

Section 6. Compensation

The Gothi or Gythia shall serve without compensation except that they shall be allowed reasonable advancement or reimbursement of expenses incurred in the performance of their duties. Any payments to Directors shall be approved in accordance with this organization's conflict of interest policy, as set forth in Article 10 of these Bylaws.

Section 7. Vacancies

Vacancies shall exist on the death, resignation, or removal of any Gothi or Gythia.

Any Gothi or Gythia may resign effective upon giving written notice to the Chairperson of the Board or the President, unless the notice specifies a later time for the effectiveness of such resignation. No Gothi or Gythia may resign if the organization would then be left without at least one suitable replacement.

Any Gothi or Gythia may be removed from office by resolution of the Board of Directors, with or without cause, as permitted by and in accordance with the laws of this state.

Any Gothi or Gythia may petition the Board to take a leave of absence due to circumstances beyond his or her control by providing written explanation, including a justification and the time

frame during which they shall be unable to serve. If approved, the Gothi or Gythia seat shall not be considered vacant. If this period shall exceed 90 days, he or she may or may not be reappointed in absentia.

Section 8. Non-liability of Gothi or Gythia

The Gothi or Gythia shall not be personally liable for emotional or spiritual impact of rituals on attendees.

Article 8 - Officers

Section 1. Designation of Officers

The administrative Officers of the organization shall be a President, a Vice President, a Secretary, and a Treasurer. The organization may also have a Chairperson of the Board, one or more Vice Presidents, Assistant Secretaries, Assistant Treasurers, and other such Officers with such titles as may be determined from time to time by the Board of Directors.

Section 2. Qualifications

Any Sworn Member may serve as Officer of this organization.

Section 3. Election and Term of Office

Officers shall be elected by the Board of Directors, at any time, and each Officer shall hold office until he or she resigns or is removed or is otherwise disqualified to serve, or until his or her successor shall be elected and qualified, whichever occurs first.

Section 4. Removal and Resignation

Any Officer may be removed, either with or without cause, by the Board of Directors, at any time. Any Officer may resign at any time by giving written notice to the Board of Directors or to the President or Secretary of the organization. Any such resignation shall take effect at the date of receipt of such notice or at any later date specified therein, and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The above provisions of this section shall be superseded by any conflicting terms of a contract which has been approved or ratified by the Board of Directors relating to the employment of any Officer of the organization.

Unless removed from their position by resolution of the Board of Directors, all past Directors shall become permanent Elders of the Kindred and may attend all meetings of the Board of Directors.

Section 5. Vacancies

Any vacancy caused by the death, resignation, removal, disqualification, or otherwise, of any Officer shall be filled by the Board of Directors. In the event of a vacancy in any office other than that of President, such vacancy may be filled temporarily by appointment by the President until the Board shall fill the vacancy. Vacancies occurring in offices of Officers appointed at the discretion of the Board may or may not be filled as the Board shall determine.

Section 6. Duties of President

The President shall be the Chief Executive Officer of the organization and shall, subject to the control of the Board of Directors, supervise and control the affairs of the organization and the activities of the Officers. The President shall be a Board of Director.

The President shall direct and oversee all updates to these Articles of Incorporation and Bylaws.

He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the articles of incorporation, or by these Bylaws, or which may be prescribed from time to time by the Board of Directors. Unless another person is specifically appointed as Chairperson of the Board of Directors, the President shall preside at all meetings of the Board of Directors and, if this organization has Members, at all meetings of the Members.

Except as otherwise expressly provided by law, by the articles of incorporation, or by these Bylaws, he or she shall, in the name of the organization, execute such deeds, mortgages, bonds, contracts, checks, or other instruments which may from time to time be authorized by the Board of Directors.

Section 7. Duties of Vice President

In the absence of the President, or in the event of his or her inability or refusal to act, the Vice President shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions on, the President. The Vice President shall have other powers and perform such other duties as may be prescribed by law, by the articles of incorporation, or by these Bylaws, or as may be prescribed by the Board of Directors. The Vice President shall be a Board of Director.

Section 8. Duties of Secretary

The Secretary shall:

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Certify and keep at the principal office of the organization the original, or a copy, of these Bylaws as amended or otherwise altered to date.

Ensure that all electronic documents (for example .pdfs of out of print books and research materials) remain available on public domain web servers with applicable passwords so that they are not lost.

Ensure that all ritual materials are saved to a cloud server location (managed by the Secretary) so that it can be perpetuated by the Kindred.

Keep at the principal office of the organization or at such other place as the Board may determine, a book of minutes of all meetings of the Directors, and, if applicable, meetings of committees of Directors and of Members, recording therein the time and place of holding, whether regular or special, how called, how notice thereof was given, the names of those present or represented at the meeting, and the proceedings thereof.

See that all notices are duly given in accordance with the provisions of these Bylaws or as required by law.

Be custodian of the records and of the seal of the organization (if any) and affix the seal, as authorized by law or the provisions of these Bylaws, to duly executed documents of the organization.

Be required to become familiar with and be authorized to collect funds via the Treasurer and maintain the Mannaheim Kindred Trademark via the United States Patent and Trademark Office (USPTO) Trademark process.

Ensure that all electronic documents (for example minutes of meetings) remain available on private domain web servers with applicable passwords so that they are not lost.

Keep at the principal office of the organization a Membership book containing the name and address of each and any Members and Elders, and, in the case where any Membership has been terminated, he or she shall record such fact in the Membership book together with the date on which such Membership ceased.

Exhibit at all reasonable times to any Director or Elder of the organization, or to his or her agent or attorney, on request therefor, the Bylaws, the Membership book, and the minutes of the proceedings of the Directors of the organization.

In general, perform all duties incident to the office of Secretary and such other duties as may be required by law, by the Articles of Incorporation, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

Section 9. Duties of Treasurer

The Treasurer shall:

Have charge and custody of, and be responsible for, all funds and securities of the organization, and deposit all such funds in the name of the organization in such banks, trust companies, or other depositories as shall be selected by the Board of Directors.

Otherwise collect funds as needed from Members to procure honey and mead making supplies or other items such as T-Shirts or event entry fees or USPTO for trademark when needed.

Receive, and give receipt for, monies due and payable to the organization from any source whatsoever.

Disburse, or cause to be disbursed, the funds of the organization as may be directed by the Board of Directors, taking proper vouchers for such disbursements.

Keep and maintain adequate and correct accounts of the organization's properties and business transactions, including accounts of its assets, liabilities, receipts, disbursements, gains, and losses.

Exhibit at all reasonable times the books of account and financial records to any Director of the organization, or to his or her agent or attorney, on request therefor.

Render to the President and Directors, whenever requested, an account of any or all his or her transactions as Treasurer and of the financial condition of the organization.

Prepare, or cause to be prepared, and certify, or cause to be certified, the financial statements to be included in any required reports.

In general, perform all duties incident to the office of Treasurer and such other duties as may be required by law, by the Articles of Incorporation of the organization, or by these Bylaws, or which may be assigned to him or her from time to time by the Board of Directors.

Section 10. Compensation

The salaries of the Officers, if any, shall be fixed from time to time by resolution of the Board of Directors. In all cases, any salaries received by Officers of this organization shall be reasonable and given in return for services rendered to or for the organization. All Officer salaries shall be approved in advance in accordance with this organization's conflict of interest policy, as set forth in Article 9 of these Bylaws.

Article 9 Committees

Section 1. Executive Committee

The Board of Directors may, by a majority vote of its Members, designate an Executive Committee consisting of no less than 3 Board Members and may delegate to such committee the powers and authority of the Board in the management of the business and affairs of the organization, to the extent permitted, and, except as may otherwise be provided, by provisions of law.

By a majority vote of its Members, the Board may at any time revoke or modify any or all the executive committee authority so delegated, increase or decrease but not below two (2) the number of the Members of the executive committee, and fill vacancies on the Executive Committee from the Members of the Board. The executive committee shall keep regular minutes of its proceedings, cause them to be filed with the organization records, and report the same to the Board from time to time as the Board may require.

Section 2. Other Committees

The organization shall have such other committees as may from time to time be designated by resolution of the Board of Directors. These committees may consist of persons who are not also Members of the Board and shall act in an advisory capacity to the Board.

Section 3. Meetings and Action of Committees

Meetings and action of committees shall be governed by, noticed, held, and taken in accordance with the provisions of these Bylaws concerning meetings of the Board of Directors, with such changes in the context of such bylaw provisions as are necessary to substitute the committee and its Members for the Board of Directors and its Members, except that the time for regular and special meetings of committees may be fixed by resolution of the Board of Directors or by the committee.

The Board of Directors may also adopt rules and regulations pertaining to the conduct of meetings of committees to the extent that such rules and regulations are not inconsistent with the provisions of these Bylaws.

Article 10 - Execution of Instruments, Deposits, and Funds

Section 1. Execution of Instruments

The Board of Directors, except as otherwise provided in these Bylaws, may by resolution authorize any Officer or agent of the organization to enter into any contract or execute and deliver any instrument in the name of and on behalf of the organization, and such authority may be general or confined to specific instances. Unless so authorized, no Officer, agent, or Member shall have any power or authority to bind the organization by any contract or engagement or to pledge its credit or to render it liable monetarily for any purpose or in any amount.

Section 2. Checks and Notes

Except as otherwise specifically determined by resolution of the Board of Directors, or as otherwise required by law, checks, drafts, promissory notes, orders for the payment of money, and other evidence of indebtedness of the organization shall be signed by the Treasurer and countersigned by the President of the organization.

Section 3. Deposits

All funds of the organization shall be deposited from time to time to the credit of the organization in such banks, trust companies, or other depositories as the Board of Directors may select.

Section 4. Gifts

The Board of Directors may accept on behalf of the organization any contribution, gift, bequest, or devise for the nonprofit purposes of this organization.

Article 11 - Organization Records, Reports, and Seal

Section 1. Maintenance of Organization Records

The organization shall keep at its principal office:

- a. Minutes of all meetings of Directors, committees of the Board, and, if this organization has Members, of all meetings of Members, indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;

Mannaheim Kindred® Articles of Incorporation and Bylaws

- b. Adequate and correct books and records of account, including accounts of its properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains, and losses;
- c. A record of its Members, if any, indicating their names and addresses and, if applicable, the class of Membership held by each Member and the termination date of any Membership;
- d. A copy of the organization's Articles of Incorporation and Bylaws as amended to date, which shall be open to inspection by the Members, if any, of the organization at all reasonable times during office hours.

Section 2. Mannaheim Kindred Name, Logo Trademark and Organization Seal

The name “Mannaheim Kindred” and its logo (which also serves as its seal) are United States Patent and Trademark Office (USPTO) Trademark protected. Use of the name “Mannaheim Kindred” and its logo may only be used with express written permission by quorum vote of the Mannaheim Kindred Board of Directors.

Articles of clothing (for example T-Shirts) with the name “Mannaheim Kindred” and its logo shall be worn only by Mannaheim Members and Journeymen at Mannaheim sponsored events (or when traveling to and from Mannaheim sponsored events) or at events where it is reasonable to wear such clothing (Heathen sponsored events). Procuring other items (such as cups, bags, etc.) using the name “Mannaheim Kindred” and its logo shall be first approved by the Mannaheim Board of Directors. In rare cases, extra T-Shirts may be “borrowed” by guests who are attending a Mannaheim-sponsored event (along with other Journeymen and Members) but must be returned to the Secretary at the end of the event or as soon after as reasonably possible.

Additionally, the Board of Directors may create, adopt, use, a stylized seal based upon the Mannaheim Logo or adopt the Elder Futhark “Mannaz” rune as the organization seal. Such seal shall be kept at the principal office of the organization. Failure to affix the seal to organization instruments, however, shall not affect the validity of any such instrument.

Section 3. Directors' Inspection Rights

Every Director shall have the absolute right at any reasonable time to inspect and copy all books, records, and documents of every kind and to inspect the physical properties of the organization and shall have such other rights to inspect the books, records, and properties of this organization as may be required under the articles of incorporation, other provisions of these Bylaws, and provisions of law.

Section 4. Sworn Members' Inspection Rights

If this organization has any Sworn Members, then each Member shall have the following inspection rights, for a purpose reasonably related to such person's interest as a Member:

- a. To inspect and copy the record of all Members' names and addresses at reasonable times, upon written demand on the Secretary of the organization, which demand shall state the purpose for which the inspection rights are requested.
- b. To obtain from the Secretary of the organization, upon written demand on, and payment of a reasonable charge to, the Secretary of the organization, a list of the names, addresses, and voting rights of those Members entitled to vote for the election of Directors as of the most recent record date for which the list has been compiled or as of the date specified by the Member subsequent to the date of demand. The demand shall state the purpose for which the list is requested. The Membership list shall be made available within a reasonable time after the demand is received by the Secretary of the organization or after the date specified therein as of which the list is to be compiled.
- c. To inspect at any reasonable time the books, records, or minutes of proceedings of the Members or of the Board or committees of the Board, upon written demand on the Secretary of the organization by the Member, for a purpose reasonably related to such person's interests as a Member.

Members shall have such other rights to inspect the books, records, and properties of this organization as may be required under the articles of incorporation, other provisions of these Bylaws, and provisions of law.

Section 5. Right to Copy and Make Extracts

Any inspection under the provisions of this article may be made in person or by agent or attorney and the right to inspection shall include the right to copy and make extracts.

Section 6. Periodic Report

The Board shall cause any annual or periodic report required under law to be prepared and delivered to an office of this state or to the Members, if any, of this organization, to be so prepared and delivered within the time limits set by law.

Article 12 - IRC 501(c)(3) Tax Exemption Provisions

Section 1. Limitations on Activities

No substantial part of the activities of this organization shall be the carrying on of propaganda, or otherwise attempting to influence legislation (except as otherwise provided by Section 501(h) of the Internal Revenue Code), and this organization shall not participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office.

Notwithstanding any other provisions of these Bylaws, this organization shall not carry on any activities not permitted to be carried on (a) by an organization exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code, or (b) by an organization, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code.

Section 2. Prohibition Against Private Inurement

No part of the net earnings of this organization shall inure to the benefit of, or be distributable to, its Members, Directors or trustees, Officers, or other private persons, except that the organization shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of this organization.

Section 3. Distribution of Assets

Upon the dissolution of this organization, its assets remaining after payment, or provision for payment, of all debts and liabilities of this organization, shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code or shall be distributed to the federal government, or to a state or local government, for a public purpose. Such distribution shall be made in accordance with all applicable provisions of the laws of this state.

Section 4. Private Foundation Requirements and Restrictions

In any taxable year in which this organization is a private foundation as described in Section 509(a) of the Internal Revenue Code, the organization 1) shall distribute its income for said period at such time and manner as not to subject it to tax under Section 4942 of the Internal Revenue Code; 2) shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Code; 3) shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code; 4) shall not make any investments in such manner as to subject the

organization to tax under Section 4944 of the Internal Revenue Code; and 5) shall not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

Article 13 - Conflict of Interest and Compensation Approval Policies

Section 1. Purpose of Conflict of Interest Policy

The purpose of this conflict of interest policy is to protect this tax-exempt organization's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an Officer or Director of the organization or any "disqualified person" as defined in Section 4958(0)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations and which might result in a possible "excess benefit transaction" as defined in Section 4958(c)(1)(A) of the Internal Revenue Code and as amplified by Section 53.4958 of the IRS Regulations. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Section 2. Definitions

a. Interested Person. Any Director, principal Officer, Member of a committee with governing Board delegated powers, or any other person who is a "disqualified person" as defined in Section 4958(0)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations, who has a direct or indirect financial interest, as defined below, is an interested person.

b. Financial Interest. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family.

1. An ownership or investment interest in any entity with which the organization has a transaction or arrangement,
2. A compensation arrangement with the organization or with any entity or individual with which the organization has a transaction or arrangement, or
3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the organization is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Section 3, paragraph B, a person who has a financial interest may have a conflict of interest only if the appropriate governing Board or committee decides that a conflict of interest exists.

Section 3. Conflict of Interest Avoidance Procedures

a. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the Directors and Members of committees with governing Board delegated powers considering the proposed transaction or arrangement.

b. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing Board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or committee Members shall decide if a conflict of interest exists.

c. Procedures for Addressing the Conflict of Interest. An interested person may make a presentation at the governing Board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

The Chairperson of the governing Board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.

After exercising due diligence, the governing Board or committee shall determine whether the organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.

If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing Board or committee shall determine by a majority vote of the disinterested Directors whether the transaction or arrangement is in the organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

d. Violations of the Conflicts of Interest Policy. If the governing Board or committee has reasonable cause to believe a Member has failed to disclose actual or possible conflicts of interest, it shall inform the Member of the basis for such belief and afford the Member an opportunity to explain the alleged failure to disclose.

If, after hearing the Member's response and after making further investigation as warranted by the circumstances, the governing Board or committee determines the Member has failed to

disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Section 4. Records of Board and Board Committee Proceedings

The minutes of meetings of the governing Board and all committees with Board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing Board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Section 5. Compensation Approval Policies

A voting Member of the governing Board who receives compensation, directly or indirectly, from the organization for services is precluded from voting on matters pertaining to that Member's compensation.

A voting Member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the organization for services is precluded from voting on matters pertaining to that Member's compensation.

No voting Member of the governing Board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

When approving compensation for Directors, Officers and Members, and any other compensation contract or arrangement, in addition to complying with the conflict of interest requirements and policies contained in the preceding and following sections of this article as well as the preceding paragraphs of this section of this article, the Board or a duly constituted compensation committee of the Board shall also comply with the following additional requirements and procedures:

a. the terms of compensation shall be approved by the Board or compensation committee prior to the first payment of compensation,

b. all Members of the Board or compensation committee who approve compensation arrangements must not have a conflict of interest with respect to the compensation arrangement as specified in IRS Regulation Section 53.4958-6(c)(iii), which generally requires that each Board Member or committee Member approving a compensation arrangement between this organization and a "disqualified person" (as defined in Section 4958(0)(1) of the Internal Revenue Code and as amplified by Section 53.4958-3 of the IRS Regulations):

1. is not the person who is the subject of the compensation arrangement, or a family Member of such person;
2. is not in an employment relationship subject to the direction or control of the person who is the subject of the compensation arrangement
3. does not receive compensation or other payments subject to approval by the person who is the subject of the compensation arrangement
4. has no material financial interest affected by the compensation arrangement; and
5. does not approve a transaction providing economic benefits to the person who is the subject of the compensation arrangement, who in turn has approved or shall approve a transaction providing benefits to the Board or committee Member.

c. the Board or compensation committee shall obtain and rely upon appropriate data as to comparability prior to approving the terms of compensation. Appropriate data may include the following:

1. compensation levels paid by similarly situated organizations, both taxable and tax-exempt, for functionally comparable positions. "Similarly situated" organizations are those of a similar size, purpose, and with similar resources
2. the availability of similar services in the geographic area of this organization
3. current compensation surveys compiled by independent firms
4. actual written offers from similar institutions competing for the services of the person who is the subject of the compensation arrangement

As allowed by IRS Regulation 4958-6, if this organization has average annual gross receipts (including contributions) for its three prior tax years of less than \$1 million, the Board or

compensation committee shall have obtained and relied upon appropriate data as to comparability if it obtains and relies upon data on compensation paid by three comparable organizations in the same or similar communities for similar services.

d. the terms of compensation and the basis for approving them shall be recorded in written minutes of the meeting of the Board or compensation committee that approved the compensation. Such documentation shall include:

1. the terms of the compensation arrangement and the date it was approved
2. the Members of the Board or compensation committee who were present during debate on the transaction, those who voted on it, and the votes cast by each Board or committee Member
3. the comparability data obtained and relied upon and how the data was obtained
4. If the Board or compensation committee determines that reasonable compensation for a specific position in this organization or for providing services under any other compensation arrangement with this organization is higher or lower than the range of comparability data obtained, the Board or committee shall record in the minutes of the meeting the basis for its determination.
5. If the Board or committee adjusts comparability data due to geographic area or other specific conditions, these adjustments and the reasons for them shall be recorded in the minutes of the Board or committee meeting.
6. any actions taken with respect to determining if a Board or committee Member had a conflict of interest with respect to the compensation arrangement, and if so, actions taken to make sure the Member with the conflict of interest did not affect or participate in the approval of the transaction (for example, a notation in the records that after a finding of conflict of interest by a Member, the Member with the conflict of interest was asked to, and did, leave the meeting prior to a discussion of the compensation arrangement and a taking of the votes to approve the arrangement).
7. The minutes of Board or committee meetings at which compensation arrangements are approved must be prepared before the later of the date of the next Board or committee meeting or 60 days after the final actions of the Board or committee are taken with respect to the approval of the compensation arrangements. The minutes must be reviewed and approved by the Board and committee as reasonable, accurate, and complete within a reasonable period thereafter, normally prior to or at the next Board or committee meeting following final action on the arrangement by the Board or committee.

Section 6. Annual Statements

Each Director, principal Officer, and Member of a committee with governing Board delegated powers shall annually sign a statement which affirms such person:

- a. has received a copy of the conflicts of interest policy,
- b. has read and understands the policy,
- c. has agreed to comply with the policy, and
- d. understands the organization is charitable and to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Section 7. Periodic Reviews

To ensure the organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted.

The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's-length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes, and do not result in inurement, impermissible private benefit, or in an excess benefit transaction.

Section 8. Use of Outside Experts

When conducting the periodic reviews as provided for in Section 7, the organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing Board of its responsibility for ensuring periodic reviews are conducted.

Article 14 - Amendment of Bylaws

Subject to the power of the Board of Directors, of this organization to adopt, amend, or repeal the Bylaws of this organization and except as may otherwise be specified under provisions of law,

these Bylaws, or any of them, may be altered, amended, or repealed and new Bylaws adopted by approval of the Board of Directors.

Article 15 - Construction and Terms

If there is any conflict between the provisions of these Bylaws and the Articles of Incorporation of this organization, the provisions of the Articles of Incorporation shall govern.

Should any of the provisions or portions of these Bylaws be held unenforceable or invalid for any reason, the remaining provisions and portions of these Bylaws shall be unaffected by such holding.

All references in these Bylaws to the Articles of Incorporation shall be to the articles of incorporation, articles of organization, certificate of incorporation, organizational charter, organization charter, or other founding document of this organization filed with an office of this state and used to establish the legal existence of this organization.

All references in these Bylaws to a section or sections of the Internal Revenue Code shall be to such sections of the Internal Revenue Code of 1986 as amended from time to time, or to corresponding provisions of any future federal tax code.

Appendixes

Appendix 1 - Mannaheim Tribal Values

What is tribalism?

According to Dictionary.com, tribal means “of, relating to, or characteristic of a tribe”¹. Tribe is defined as “any aggregate of people united by ties of descent from a common ancestor, community of customs and traditions, adherence to the same leaders, etc.”² Wikipedia defines tribalism as “the state of being organized by or advocating for, tribes or tribal lifestyles”³.

How does tribalism work within Heathenry?

Tribalist Heathens believe that anyone can be Heathen, but there must be a deep adoption of Norse culture in order for someone to call themselves Heathen.⁴

How does tribalism work within Mannaheim?

Anyone meeting the outlined Membership requirements may join Mannaheim and become part of our tribe, or a friend/ally of our tribe, as long as they live by the Tribal Values and respect our norms. While Mannaheim is not politically or ethnically tribal, Mannaheim divides people into “us versus them” based upon a person’s actions and beliefs and whether or not those actions and beliefs follow the Tribal Values. Adherence to the Tribal Values is the most important factor in determining if someone is a part of Mannaheim and/ or a friend / ally of Mannaheim. Anyone refusing to do their best to adhere to the Tribal Values cannot be a part of Mannaheim or a friend/ally of Mannaheim.

Where/how did tribalism become taboo?

Unfortunately, Tribalism has become taboo over time due to its being lumped into Folkish thought by knee-jerk neo-liberal politics. When Googling tribalism⁵, several results discuss tribalism from a political standpoint of each party being their own tribe and sworn enemies of each other. Thus, the anger and hatred of “them” which has become so ingrained in US politics has bled into tribalism as a whole and tainted this concept. Mannaheim has worked with an Israeli Licensed Clinical Social Worker / Organizational Behaviorist and has adopted the following “Tribal Values” to govern our behavior toward one another. Desert cultures and Snow cultures share many of the same cooperative / collaborative behaviors in order to survive and we in Mannaheim feel that these behaviors also work well in an intentional community setting.

¹ <https://www.dictionary.com/browse/tribal>

² <https://www.dictionary.com/browse/tribe>

³ <https://en.wikipedia.org/wiki/Tribalism>

⁴ <https://metal-gaia.com/2014/01/20/three-asatru-perspectives-universalism-folkism-and-tribalism/>

⁵ <https://www.google.com/search?q=tribalism>

1. Autonomy –

Practice sovereignty in your soul.

Develop the abilities needed to fend for yourself.

Develop pursuits that earn you a right and decent livelihood.

Take care of your body lest you endanger or harm others.

Do not live as a parasite; do your share (and more).

2. Cooperativeness –

It is not good for humans to be alone.

Value the strength of more than one arm, the richness of cooperating minds.

Live in symbiosis; with the Earth and with other people.

Do not hesitate to offer or to ask for assistance.

3. Courage –

Be daring. Dare to try new things, scrutinize and improve things.

Dare to stick with old things, if they work for you.

Respect Courage.

Do not be an accomplice by remaining silent.

4. Generosity –

Be charitable of mind, of heart and with resources.

Do not be small-minded and petty.

5. Honor –

Respect yourself and others.

Do not sully your sword.

Keep your word, your commitments, and, your contracts.

6. Hospitality –

Be a good host.

A guest in your house becomes a guest friend.

Do not dispense your guest friendship lightly, lest you regret it.

7. Family –

Respect family of blood and family of choice.

Give family its due.

8. Frankness –

Speak your mind.
Say what you mean.
Mean what you say.
Do not keep a shameful silence.

9. Friendship –

An alliance with others is a commitment.
Do not choose friendships lightly, lest you find yourself defending an unworthy friend.

10. Moderation –

Exercise self-control in all things.
Do not engage in over-intoxication of any kind, lest you be called upon to use your wits.
Eat with restraint both so that others may eat, and you are not slowed down by excess weight.
Have passion not fanaticism.
Live for a cause; do not kill for it.
Seek balanced ideas and ideology, lest people avoid you and your opinions.

11. Simplicity –

Keep it simple.
Don't clutter your life with useless people or things.

12. Steadfastness -

Keep your contracts and your commitments.
Stand by your friends.
Stay on course.

Appendix 2 - The Mannaheim Liturgical Calendar

The Mannaheim Liturgical Calendar shall be agriculturally based and reflect the seasonal differences of the Mid-Atlantic states of the United States. For that reason, some of the Blots and Feasts may occur earlier or later than they might in European countries or Northern United States.

January – Charming of the Plow

This ancient ritual is probably one of the oldest known in Germanic / Scandinavian history. When the first farmers started to plow soil and plant crops, they began to pray to the Gods and Goddesses, and give Them offerings, for the soil to be rich and fertile and the crops they produce to be abundant. Back then they worked not with technology but with their hands and their accumulated knowledge of the seasons, the soil, and the crops they planted.

The deities for this ritual are Thor and Nerthus / Gefjun.

Suggested readings include:

- Meditation reading (*"Spring will soon be here; frozen ground shall soon be a memory."*)
- Poem: *"The Plowman's Song"* by Raymond Knister
- Poem: *"Earth's Answer"* by William Blake

February – Vali's Blot / Feast of the Family

Many Norse celebrate February 14 by having a Valisblot, (the Festival of Family), named after Vali, Odin's youngest son, born of the giantess Rind. He symbolizes the new light after darkness. He is considered the defender of the family because he was born after the death of Baldur (the god of Light). His sole purpose was to avenge Baldur's death and bring back the Light that died with Baldur. Rays of light are often called "shafts" and as a light bringer he is often depicted as a bowman firing shafts of light. He thus is also a God of love and it is entirely possible the "Valentine" motif of lovers being targeted by arrows of love is based upon the earlier mythology of Vali.

The deities for this ritual are Frey and Freya.

Suggested readings include:

- Poem: Winter Daemons written by Old Millot
- Poem: First Crocus by Christine Klocek-Lim
- Short Play (Male / Female parts): Gerd Meets Frey © 2006 Michaela Macha

March – Summer Finding

Summer Finding is also known to many groups as Ostara, the holiday sacred to the Goddess for whom the modern Easter is named. She is a fertility Goddess and her symbols are the hare and the egg. She was an important Goddess of spring to the ancient Saxons, but we know little else of her other than this. Some have suggested that Ostara is merely an alternate name for Frigg or Freya, but neither of these Goddesses seem to have quite the same fertility function as Ostara does. Frigg seems too "high class" to be associated with such an earthy festival and Freya's form of fertility is more based on eroticism than reproduction.

The deities for this ritual are Idunna and Bragi.

Suggested readings include:

- Meditation Reading: The New Earth (After Ragnarök) by Hamilton Wright Mabe
- Poem: March by *Johann Wolfgang von Goethe*
- Poem: Song of the Flower by Khalil Gibran

April – Hexennacht

In Modern Heathenry, the nine nights of April 22 to April 30 are venerated in remembrance of Odin's self-sacrifice upon the World Tree Yggdrasil. It was on the ninth night (April 30) that he beheld the Runes, grasped them, and ritually died for an instant. At the first stroke of midnight, all the Light in the nine worlds is extinguished and utter Chaos reigns. At the final stroke of midnight, the Light returns in dazzling brilliance, and the bale-fires are lit. During this time, some Heathens set aside time to ritually meditate on the Runes, accomplish journey work, that ends with some sort of celebration to welcome the morning sun on May 1st.

This time of year is also called Walpurgis Night. Saint Walpurga was hailed by the Christians of Germany for battling "pest, rabies, whooping cough, and witchcraft". Christians prayed to their god through the intercession of Saint Walpurga to protect themselves from witchcraft as Saint Walpurga was "successful in converting the local populace to Christianity".

A direct result of "Walpurga" and others caused women who were healers, who may have protected other women from abusive spouses, or had property were killed as "witches"...

Therefore, Mannaheim shall not use the term Walpurgis Night but shall instead celebrate the wise women among us by commemorating Hexennacht (Witches' Night), a holiday celebrated on

April 30 or May 1, in large parts of Central and Northern Europe. According to folklore tradition, it is the time when witches met on the Brocken Mountain and held revels with their gods... The deities for this ritual are Odin and Freya.

Suggested reading is the Rune Poem (from the Hávamál) broken out into logical sections for up to seven readers.

May – Feast of Mead-making

In Norse mythology, mead was the favorite drink of the Norse gods and heroes in Valhalla. The mead of the giant Suttung, made from the blood of Kvasir, was the source of wisdom and poetry. Mead is also mentioned in many old north Anglo-Saxon stories, including in the epic poem Beowulf. The years that we aren't making mead, this is the time that we share stories about past mead-making projects and talk about the bees and bless them and keep them in our thoughts and prayers.

The deities for this ritual are Kvasir, the wisest of the Vanir; Beyla (Bee); and, to the goat Heidrun, which stands on top of the world tree and eats its leaves, forms the basic ingredient for the mead drunk by the Aesir.

Suggested readings include:

- History of Mead
- About Kvasir
- Rescuing the Mead of Poetry

June – Mid-Summer

For Northern Heathens, Midsummer is a joyous celebration of kith and kin, Gods, Goddesses, and nature. Sunna, Heathen Goddess of the Sun, drives her chariot through the darkening sky. On Midsummer Eve, Sunna's strength begins to decline, and those who honor her gather to celebrate this passage. Songs are sung, poems are read, libations and toasts fill the air.

The deity for this ritual is Sunna.

Suggested readings include:

- Article: The Norse Sun Goddess Sol (from Wikipedia)
- Article: Sweden's Rites of Mid-Summer (from Reference.com)
- Poem: Sunna by Stephanie Blaine © 2006

July – No Blot (Family Vacations)

August – Loaf Feast or Frey's Feast (formerly Frey Faxi)

The name Frey Faxi comes from the Icelandic Hrafnknel's saga and Vatnesdaela saga, both feature a man who was a Freysgodhi (priest of Frey) who named his horse Freyfaxi. There are also horse associations (horse racing in particular) with Lunasa, the Gaelic festival around the same time. Also based on English Christian customs of baking loaves of bread made from the first wheat harvested and offering them to the Church - a festival of first fruits, called Loaf Mass. The English folk song "John Barleycorn" is a popular one to sing and may be associated with Frey himself or his servant, Byggvir (meaning barley). Some Heathens, particular Vanatru see Lammas as the time when Frey sacrifices himself for the land and people, probably a Wiccan or Neo-Pagan influence. Mannaheim's August feast shall be referred to as Loaf Feast or Frey's Feast.

The deity for this ritual is Frey.

Suggested readings include:

- Article: Frey (from Wikipedia)
- Article: Other Traditions (from reference.com)
- Poem: Praise Be to Freyr! (© Siegfried Goodfellow (2005))

September – Winter Finding

A festival celebrated in Heathenry which marks the beginning of autumn, often held on the Autumn Equinox. The Teutonic name, Winter Finding, (Vinter Finde) spans from this date of the Autumnal Equinox to Oct. 15th, Winter's Night, which is the Norse New Year.

The deity for this ritual is Sif.

Suggested readings include:

- Article: About Sif (Wikipedia)
- Article: Heathen Rites of Autumn / The Blot (Wikipedia)
- Poem: Song for Sif by Ann Groa Sheffield

October – Dísir Blot

The Dísir are female guardian spirits of the home. They are the sals (souls) of departed kinswomen who out of love for their families remain on earth and watch over their descendants. The Norns are female deities in Norse mythology who govern fate. Their names are Urd (what has been), Verdandi (what is) and Skuld (what is to come). Skuld is also the name of a Valkyrie. The Norns are at the base of the ash tree Yggdrasil (or, according to some versions, above the Bifröst bridge). They spin threads and weave the tapestry of fates. According to myth, each person's life is a thread in their loom. The length of the thread is the length of the person's life. Even the gods have their threads and are therefore not immortal, though the Norns hide the strings from the gods. So, everything is set out beforehand. There is no luck, there is no randomness, everything is determined by destiny.

The deities for this ritual are the Disir, the Norns and Freya, the Great Vanadis.

Suggested readings are from David Stone's Book The Principles of Stav and explore the Heathen concepts of Örlög, Wyrð and Hamingja.

- Meditation Reading: Örlög
- Meditation Reading: Wyrð
- Meditation Reading: Örlög and Wyrð
- Meditation Reading: Hamingja

November – Feast of the Einherjar

On the 11th day of the 11th month at the 11th hour veterans across the country commemorate not just the end of WW-1 but the memory of those who died. This Blot is sacred to the Einherjar, the heroes who have died with great bravery on the battle fields

The deities for this ritual are Odin and Freya.

Suggested readings include:

- Excerpt from the Poetic Edda, Grimnismal (Lay of Grimnir)
- Article: The Einherjar, Odin's Chosen by JS Pereira
- Poem: It is the Soldier by Dennis Edward O'Brien

December – Post-hunting Feast

This is a feast in early December to celebrate the hunters and the game they killed over the American celebrated holiday of Thanksgiving. (Note: if no game meat is available, we typically buy bison and boar meat from the market and make “Hunter’s Stew”.) This Blot is open to anyone who has attended previous Blots and acts as a “Holiday” party of sorts for people who aren’t eligible to attend the Yule Feast later in the month.

The deities for this ritual are Skadi and Ullr.

Suggested readings include:

- Article: Skadi, Goddess of Winter
- Poem: “Winter’s Shadow” by Joe Mandatto (Vingolf Fellowship)
- Article: Ullr: God of Snow Legend of the Winter King
- Poem “A Visit” by *Piparskeggr (an Ullr’s Man)*

December – Yule Feast

The Mannaheim Board of Directors and Sworn Members gather together to celebrate Yule as our ancestors might if they lived in our time. We honor the gods, our ancestors, and our bonds as a community dedicated to the Mannaheim Shared Tribal Values. The focus is a 12-round Sumbel to the Mannaheim Shared Tribal Values and new Member swearing in. Additional people (e.g. Journeymen who are on the Membership track may also attend, space permitting). Note: potential Members need to pass through the gates outlined in Article 5 - Church Membership, Section 2. Membership Application Process.

We also honor Frigga (Goddess of Home and Hearth), Sunna (Goddess of the Sun who is returning), Thor (God of Strength and Storm who governs the weather), and Frey (leading Member of the Vanir, the Lord of the Earth, and a God of fertility, peace and prosperity).

Suggested readings include:

- Poem / Song: Yule Log Song by Jenny Blain
- Article: About Yule
- Article: Holy Feast of Yule (Frith)
- Article: Norse Legend of Mistletoe (Frigga)
- Article: The Birth of the Sun (Sunna)
- Article: Of Goats and Elves (Thor)
- Article: Frey and the Boar at the Yule Feast (Frey)

Appendix 3 - Mannaheim Welcome Packet Text (to be used with social media)

Introduction

Mannaheim is an Eclectic Group of Heathens and Pagans that ascribe to Tribal Values and have regular rituals that center on the Northern Mystery Tradition, the Elder Futhark Runes, the Heathen Liturgical Calendar, the Poetic and Prose Eddas, as well as the Northern (Germanic, Norwegian, and Scandinavian) Myths and Deities.

Our Mannaheim Facebook page is the "public facing" portal to our Kindred. We (Kindred Members / Admins) announce public events that we are attending for your information / interest. Unlike most other Heathen-related Facebook pages, it is expected that you will be respectful to each other at all times and interpret what is being posted in the best light possible.

No one has the right to restrict what you read. However, we are very particular about recommended / discussed authors, books, Facebook pages / groups and websites.

We fly the "Heathen's Against Hate" banner and put a great deal of effort into not supporting hate-related platforms. No one except the Admins (who are Kindred Members) may post / create invite events or add files. Anyone posting events / adding files other than an Admin will be booted and banned. It is expected that if you are serious about being invited into our homes for Blots and perhaps being invited to be a full Member of the Kindred in the distant future that you will have read this document that contains an explanation of our Tribal Values, as well as the Mannaheim Kindred by-laws and the path to Membership one-pager files attached to the Facebook site.

Additionally, we absolutely must meet you in a public place first so that we can meet you before agreeing that you can come into our homes. Please bring the signature page with you.

(Include social media links as appropriate – here).

Mannaheim is governed by a Board of Directors per the Bylaws. While Sworn Members have valued input into Kindred business processes and decisions, formal adoption must be agreed upon by at least three of the five Board of Directors (also called the Council). At the end of this document is a signature page that must be printed out, signed, and handed to a Mannaheim Member at a Heathen Night Out event.

[See the Tribal Values at Appendix 2](#)

Mannaheim Kindred® Articles of Incorporation and Bylaws

Mannaheim Norms

We believe that everyone possesses the gift of speaking to the Gods and that the Gods speak though each of us in a variety of ways including our hands and hearts allowing us to create beauty, music, as well as items of utility.

While we do not require that our Members "profess" to the gods and goddesses of the Northern Tradition, we do request that only these deities be addressed during our Blots, and, that only the Northern gods and goddesses be worshiped in our Hof.

We believe our deities look unfavorably upon those who mention other gods in their sacred space. We leave their fate in the hands of our Gods.

When visiting, it is perfectly acceptable to say "Hail to the Gods of my Hosts" during our Blots if you are uncomfortable worshiping our deities. It is also acceptable to say, "Hail the Gods".

Pot lucks are a joint effort between the host who provides the main dish and Members and Guests who provide side dishes, non-alcoholic beverages, desserts, ice, etc.

Children, pregnant women, the elderly and the sick are served and seated first.

Cleanup following pot lucks is also a group effort. Leftover food goes home with whomever brought it. Trash is taken out and any host kitchen prep tools that Guests and Members may have used are at least washed off and / or put in the dishwasher. Tables are taken down and furniture is replaced where it belongs.

Members and guests follow the host's lead in terms of the use of tobacco and vaping products in and around the home.

Mannaheim Kindred® Articles of Incorporation and Bylaws

Mannaheim Welcome Packet Signature Page

PART I

I _____ (printed name of Applicant) have read / understand the following documents.

_____ (initial) Tribal Values (Appendix 2)

_____ (initial) Mannaheim Kindred By-laws (This document)

_____ (initial) Path to Membership (Appendix 5)

I understand that this document is merely a record of my having received / read / understanding of the aforementioned documents and in no way confirms that I am a Sworn Member of Mannaheim Kindred.

Applicant Signature _____ Date _____

PART II

I _____ (printed name of Mannaheim Representative) received the signature page.

Mannaheim Representative Signature _____

Date _____

Step 1: Applicant prints out form, signs it and affirms they have read / understand the abovementioned documents and provides signature document to Mannaheim Representative to counter-sign.

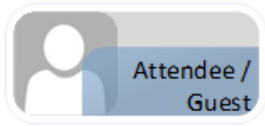
Step 2: Mannaheim Representative counter-signs the document and takes a picture of it for the archive and returns it to the Applicant for their records

Step 3: Mannaheim Representative emails the document to the Gythia to upload into Mannaheim document archive

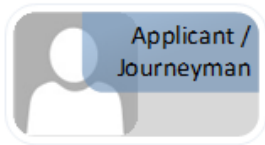
Appendix 4 - Mannaheim Roles



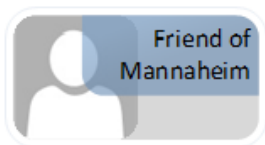
Someone who has expressed an interest in meeting in a public setting to ascertain mutual interest and approval for attending private events.



Someone who has been cleared via a public event or is known to someone in the group who attends events. Note: An attendee or guest is prohibited from bringing additional guests without first clearing it with a Mannaheim Board Member or homeowner.

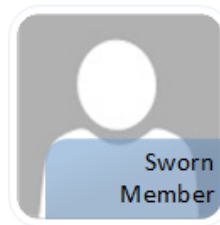


Someone who has transitioned from being an Attendee / Guest by expressing a desire to become a Sworn Member, if the Kindred is receptive to the idea. This person has likely also attended other Mannaheim-sponsored events (Heathen Night Outs, Camp-outs, Speakers, etc.). People are not penalized for “just” attending Blots. But, by not coming to other events, it does lengthen the process in the “getting to know” someone well enough to consider transitioning them to Sworn Member via the Oath Ring Ceremony. At a minimum, this process takes two Yule-cycles.

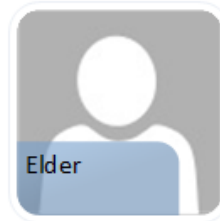


Someone who comes to a lot of events and likes us, (and we like them) but, is not necessarily interested

in becoming a Sworn Member of Mannaheim. It has been suggested that this be formalized as a “lighter oath”. This could also include the non-Heathen family members of Sworn Members. (Not that someone must be Heathen to be a Sworn Member.)



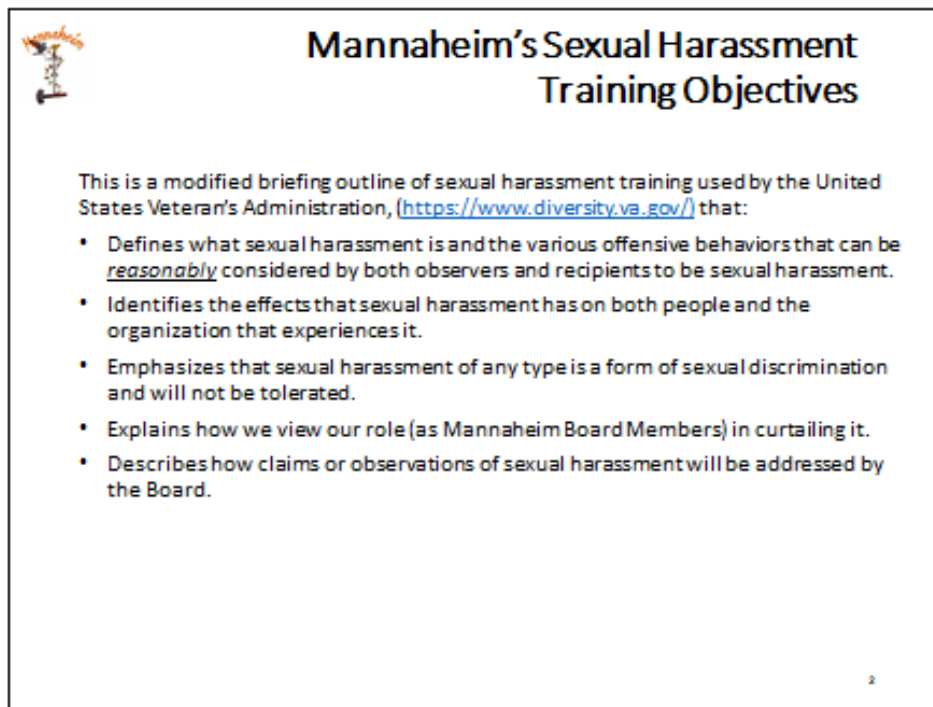
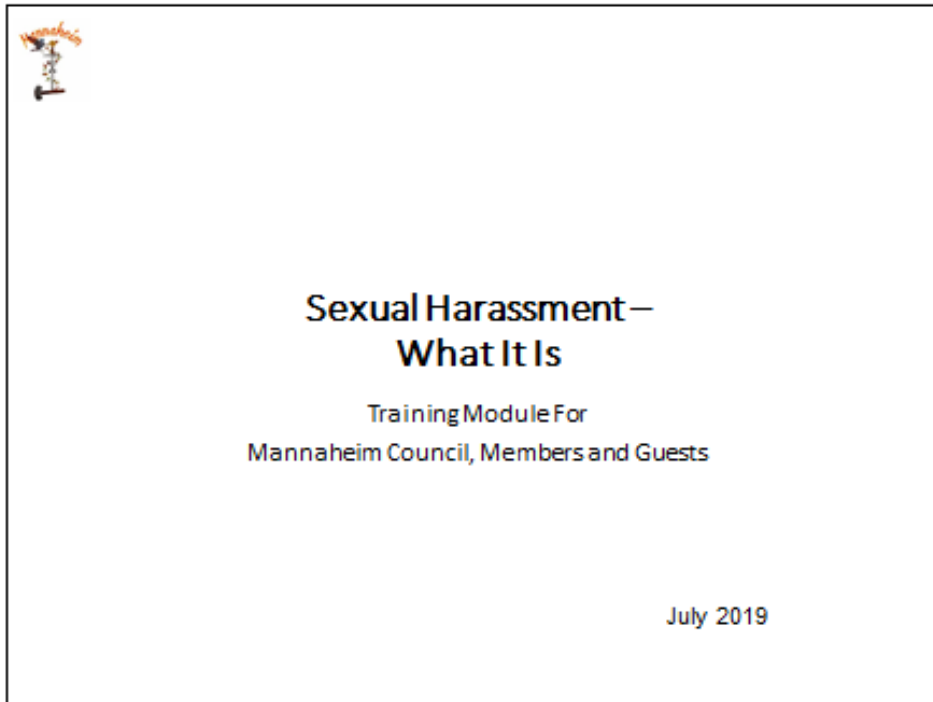
Someone who has gone through the membership process and has by word and deed exhibited the qualities outlined in the Tribal Values. Sometimes they expressed interest in membership; other times they have been approached by one of the Board of Directors and asked if they would like to be considered for full membership. Sworn Members swear to the Tribal Values on the Mannaheim Oath Ring.



Someone who has been with the Kindred a very long time. Includes a founding member (1999 – 2002), or someone who has been with the Kindred for at least 10 years. Elders are expected to set an example and do the same work as everyone else, if not more. While often active (as an Executive Board Member / Officer / other leadership role), might also be inactive / retired (shows up for some events, and, new people have no idea who they are).

Appendix 5 - Prevention of Sexual Harassment (POSH)

Mannaheim Kindred takes sexual harassment very seriously. Potential guests must read the briefing (screen shots on the next 12 pages) and sign the last page attesting that they will abide by the guidelines as outlined and understand that sexual harassment will not be tolerated and that a Board of Director should be contacted as soon as possible to report any incident that they experience or observed.





*Cattle die and kinsmen die,
thyself too must die,
but one thing never will die,
the fame of one who has done well."*

Havamal 76

Mannaheim Tribal Value #8: Frankness—Speak your mind. Say what you mean. Mean what you say. Do not keep a shameful silence.

3



Mannaheim's Sexual Harassment Training Plan

- The Mannaheim Board of Directors seeks to protect individual rights against discrimination and harassment.
- It is expected all members and guests both on Facebook and Meetup have read, understand and will comply the contents of this document.
- For questions or comments, please contact a Mannaheim Board member.

The legalese: "Vicarious liability is a form of a strict, secondary liability that arises under the common law doctrine making it the responsibility of the superior (in this case, Mannaheim) for the acts of their subordinate (Members and Guests) or, in a broader sense, the responsibility of any third party that had the "right, ability or duty to control" the activities of a violator!"

So, YES! It is our business! (See the by-laws)

4



Quid Pro Quo Sexual Harassment

- In the work place, *Quid Pro Quo Sexual Harassment* is defined as when employment decisions or expectations relating to hiring decisions, promotions, salary increases, work assignments or performance evaluations are based on an employee's willingness to grant or deny sexual favors.
- Similarly, in a spiritual environment, *Quid Pro Quo Sexual Harassment* is defined as when a Mannaheim guest or a member feels that membership, project assignments, or access to training hinges on a willingness to accept sexual advances from someone affiliated with the group; this can be another guest, a member or a board member.

...when someone feels that a person in a position of perceived authority has power over them... and if they don't do what is asked (of a sexual nature) that there are negative consequences...

5




"Hostile Spiritual Environment" Sexual Harassment

A "Hostile Spiritual Environment" is created by verbal or non-verbal behavior that:


- Focuses on the sexuality of another person or occurs because of the person's gender.
- Is unwanted or unwelcomed.
- Is severe or pervasive enough to affect the person's willingness to:
 - Participate in Mannaheim activities.
 - Trust certain members affiliated with the group.
- Makes someone feel unsafe or not welcome.

A person cannot be spiritually fed in this kind of environment...
The mission of Mannaheim is to spiritually feed people!

6




Types of Sexual Harassment



Even without meaning to, a person can sexually harass another person... It's all in the perception of the person receiving the attention or the person observing it!

7



1. Verbal or Written Sexual Harassment

This can include:

- Making inappropriate sexual comments about clothing, personal behavior or a person's body.
- Telling sexual or sex-based inappropriate jokes.
- Sending unwanted suggestive letters, notes or e-mails or pictures.
- Requesting sexual favors, making sexual innuendos or repeatedly asking someone out.
- Telling lewd jokes or sharing sexual anecdotes.
- Inquiring about someone's sexual history or sexual orientation.
- Making derogatory remarks about a person's sexual orientation or gender identity.

Note: The person doesn't have to be present; if it offends someone else (who heard or read it), it is still sexual harassment and possibly a hostile spiritual environment.

8



2. Non-verbal Sexual Harassment

This can include:

- Looking a person's body up and down.
- Whistling or staring in a sexually suggestive or offensive manner.
- Offensive gestures or facial expressions of a sexual nature.
- Following a person either physically or with eyes.
- Making inappropriate sexual gestures.

Note: The person doesn't have to hear / see it; if it offends someone else (who saw it), it is still sexual harassment and possibly a hostile spiritual environment.

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3. Physical Sexual Harassment

This can include:

- Blocking a person's physical movement.
- Inappropriate and unwanted touching of a person and or their clothing.
- Other inappropriate touching including kissing, hugging, patting, stroking or rubbing.
- Purposefully brushing up against another person.

Note: It is how the person receiving the attention feels (or how the observer feels about it), not how the person doing it may mean it. Even if it's an "accident", it is wrong.

10



4. Visual Sexual Harassment

This can include:

- Posters, drawings, pictures, screensavers, texts, or emails that are in sexual nature.
- Sharing sexually inappropriate images or videos, such as pornography.
- Displaying inappropriate sexual images or posters on phone, computer, tablet, etc.

Note: It is how the person viewing the material feels, not how the person doing it may mean it. Even if it's an "accident", it is wrong.

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People harass others to:

- Express dominance or power;
- Organizationally or socially control someone;
- Attempt to seek peer approval;
- Use as a bullying tactic;
- Feel better about themselves.

Note: Or they may be completely oblivious of how what they are doing may affect other people. But, this still doesn't excuse the behavior!

12



Who Are Harassers?

- Anyone can harass...
- Just as anyone can be the target of harassment regardless of sex, sexual preference, age, or professional position.
- A person may not feel that they are harassing someone, but, it's not about them – it is how the recipient of the attention feels or how the person who observed or read what occurred feels!!!

Practice external awareness; ask yourself – "Would I do this to a family member or someone I considered to be a good friend? How would I feel if..."

13




NOTICE!!!

- According to public case law, submission to sexual activity by the employee citing harassment is not a defense that an employer can use to avoid liability in a sexual harassment suit.
- Similarly, submission to sexual activity by a Mannaheim member or guest is not a defense that the Mannaheim Board will accept to excuse the behavior!

The legalese: *"Vicarious liability is a form of a strict, secondary liability that arises under the common law doctrine making it the responsibility of the superior (in this case, Mannaheim) for the acts of their subordinate (Members and Guests) or, in a broader sense, the responsibility of any third party that had the 'right, ability or duty to control' the activities of a violator!"*

So, YES! It is our business! (See the by-laws)

14




Sexual Harassment vs Sexual Attraction

- Sexual harassment is an misuse of POWER!!!
 - Sexual harassment is a form of discrimination and has nothing to do with one person's physical attraction.
- From Mannaheim 101: "We Are Not A Dating Pool"
 - Mannaheim discourages its members and guests from "casual dating" for two reasons:
 - It detracts from the family oriented spiritual environment we are attempting to sustain; and,
 - It reduces misunderstandings and lowers sexual tension.
 - Sometimes people are attracted to one another; that's not what we're talking about here!

At it's core, Mannaheim is "Chosen Family" and we don't casually date / hook-up with our sisters and brothers!

15



Sexual Harassment's Cost to the Organization

- It makes people feel like they aren't welcome because they can't relax and enjoy their spiritual experience.
- It is time consuming for the Mannaheim Board to investigate the incident(s).
- It is emotionally draining for people engaged in the deposition process (board members, the individuals involved).
- It decreases everyone's spiritual productivity due to diversion of focus.
- It has an overall negative impact on other members, guests, and witnesses.
- It can generate potential adverse publicity about the organization.

Mannaheim has been in existence for almost 20 years. Our longevity and great reputation are because we DO NOT condone / tolerate this behavior.

16



Our Basic Steps for Handling Complaints

- Make the observation and / or take the complaint.
- Alert the Mannaheim Board.
- Discuss what was observed or the nature of the complaint.
- Initiate the investigation.
- Interview others.
- Convene the Mannaheim Board to discuss findings.
- Interview the alleged harasser.
- Convene the Mannaheim Board to discuss findings.
- Take the appropriate action, as necessary.

Mannaheim take deliberative steps to seek to understand all angles of complaints.

17



Typical Questions We Might Ask the Recipient

- Where did the behavior occur?
- Who was involved?
- Were there any witnesses?
- Did you talk to anybody else about what happened?
- Has this happened before?
- How long has this been going on?
- Was the person told that the behavior was unwelcome?*

* It doesn't matter whether something was said to the harasser or not!
Many times people have issues with speaking up when they feel
uncomfortable. Most often, they have to think about it and process it...

18



Mannaheim Guests and Members will:

- Respect the privacy of the person making the complaint (don't spread rumors or gossip).
- Seek to understand what happened.
- Be supportive and use active listening – repeat back what was heard.
- Document the conversation.
- Assure the person making the complaint that whatever happened wasn't their fault; that they are "safe".
- Alert a Mannaheim Board Member as soon as possible!
- If we don't know we can't address the problem.

It is the Board's responsibility to thoroughly investigate complaints.
If we don't know, we can't fix it!

19



The Mannaheim Board will:

1. Convene to discuss the incident(s) and individual(s) involved.
2. Appoint a Board member to investigate the complaint with the individual accused of harassment.
3. Meet with the individual accused of harassment.
4. Describe the circumstances surrounding the complaint.
5. Be unbiased.
6. Ask the person to respond to each allegation separately.
7. Document the meeting.
8. Discuss findings.
9. Identify remedies that are both fair and acceptable to the Board based upon our Cultural and Spiritual beliefs.

It is the Board's responsibility to thoroughly investigate complaints.
If we don't know, we can't fix it!

20



What Can You Do to Prevent Incidents of Sexual Harassment?

If you become aware of the questionable behavior and even if there is no complaint, you:

- Must take immediate and corrective action (tell the person that what was observed was unacceptable).
- Inform at least two Mannaheim Board Members of the incident.
- Document action taken (email, Facebook message, etc.).
- Communicate action taken to the affected individual, explain what he or she should do if the problem should occur again. (It shouldn't if the Mannaheim Council does its job.)
- Advise guests / members of their rights to request a meeting with the Board to discuss the incident.

It is the Board's responsibility to thoroughly investigate complaints.
If we don't know, we can't fix it!

21



What to do (if you can)

- Stay calm.
- Explain what is offensive.
- Confront the harasser.
- Put it in writing.
- Report it to a Mannaheim Board member.
- Follow organizational procedures.
- Don't delay!

- Your feelings are your feelings.
- They should be respected when it comes to what you see, hear, feel relating to your body and your sexuality (or what you perceive to be offensive).
- Although you may think you're making a fuss, we can be supportive and may actually be more offended than you!

22



Mannaheim Training Module Completion Certificate

I _____ (print name), certify that I have completed the training identified below and will abide by the guidelines outlined in the presentation preceding this certificate.

Sexual Harassment – What It Is

_____ (sign name)

_____ (date)

Instructions: Print out this page, sign and provide to Mannaheim board member for our records.

23

ADOPTION OF BYLAWS

We, the undersigned, are all the current Directors or incorporators of this organization, and we consent to, and hereby do, adopt the foregoing Bylaws and approve the appendices consisting of the 73 preceding pages, as the Bylaws of this organization.

Redacted
(Director / Mannaheim President)

Redacted
(Director / Mannaheim Vice President)

Redacted (Director)

Redacted (Director / Mannaheim Gythia)

Redacted (Director)