

New England Yearly Meeting of Friends Permanent Board Minutes
February 20, 2016
Wellesley Friends Meeting, Wellesley, Massachusetts

16-01 Opening Worship: Permanent Board Friends gathered in worship in the bright, sun-filled Meeting room at Wellesley Monthly Meeting. During worship, the clerk brought our attention to the late Nancy Isaacs, who had been with us at our last meeting in Hanover.

16-02 Welcome: Jeremiah Dickinson, clerk of Wellesley Meeting, welcomed us, promising great riches for our lunch.

16-03 Roll Call: The Recording Clerk called the roll:

Present: Sarah Gant, clerk; Bruce Neumann, acting recording clerk; Virginia Bainbridge, Travis Belcher, Deana Chase, Susan Davies, Jeremiah Dickinson, Hannah Zwirner Forsythe, Christopher Gant, Ben Guaraldi, Galen Hamman, Ian Harrington, Sandy Isaacs, Allan Kohrman, Jean McCandless, Carole Rein, Elias Sanchez-Eppler, Karen Sanchez-Eppler, Suzanna Schell, Sara Smith, Carolyn Stone, Philip Stone, Elizabeth Szatkowski, Bill Walkauskas, Donn Weinholtz, Rosemary Zimmerman.

Ex-Officio: Noah Baker Merrill (YM Secretary), Edward Baker (Supervisor, YM Secretary), Shearman Taber (Treasurer), Fritz Weiss (Presiding Clerk).

Regrets: Holly Baldwin, Justice Erikson, Leanna Kantt, Rocky Malin, Anna Radocchia, Becky Steele.

Guests: Mary Frances Angelini (Framingham, Clerk of Archives), Benigno Sanchez-Eppler (Northampton), Christopher McCandless (Burlington), Jackie Stillwell (Monadnock), Cynthia Ganung (Wellesley), Roland Stern (Wellesley), Kathleen Wooten (Fresh Pond).

16-04 Minutes: The minutes from our November 21, 2015 meeting were considered and approved.

16-05 Presiding Clerk report: The clerk referred us to his written report (attached), then spoke about a sermon at the vibrant Bethel AME church in Boston which reflected the emerging theme for Sessions 2016: We are God's Hands. The sermon, based on John 20, reflected on Jesus' admonition to his apostles to go forth.

Responding to a question about whether PB has a role in supporting pastoral meetings, several of which are struggling with no pastor (see written report), Fritz replied that this concern weighs mostly on Ministry and Counsel.

Regarding Youth Ministries Committee, Fritz reported that Coordinating and Advisory (C&A) recommends the names of Carolyn Stone (Wellesley), Honor Woodrow (Framingham), Brad

Bussiere-Nichols (Portland) and Laura Hoskins (Putney) for service. Friends **approved** these names, and **approved** adding the Presiding Clerk as an ex-officio member of this committee.

C&A also requests that PB appoint a liaison between PB and Youth Ministries, to ensure that this body remains informed of their work. Interested parties should speak with Sarah Gant.

16-06 Yearly Meeting Secretary Report (attached): Noah shared that he and the Treasurer this week signed the first round of checks for grants from the Legacy Gift. He reflected on how far we have come since the difficult decision to lay down the New England Friends Home. It is an exciting moment to be “making resources available to nourish the life and ministry of New England Friends.”

He spoke about the recent FWCC gathering in Peru, with 12 New England Friends in attendance. He quoted one attender, again reflecting next year’s session theme: “I don’t think God wants us to get together just to get together. God wants us to go out into the world to do God’s work.”

Responding to another question about our pastoral meetings, Noah noted that we are at risk of losing this tradition without focus and help. This is part of a wider conversation about liberating gifts of ministry.

16-07 Treasurer’s Report: Referring to his written report (attached) Shearman Taber shared that while the books are closed for FY15, it is too soon to gauge how FY16 is going. Much of our income comes in toward the end of the year, and many expenses also do not occur on regular timetables.

With the advent of a greater number of outside grants, Shearman and the Accounts Manager are considering how to report receipt and expenditure of these funds, hoping for transparency while the funds are not part of our operating budget.

Referring to the Shoemaker Grant (see YM Secretary report), one Friend asked how the new half-time position will relate to the current YF/YAF Coordinator. Noah reminded us that we have long known that Nia’s job is not sustainable. This position will give much needed help, and a window to explore how the program might move forward.

16-08 Development Committee: Sara Smith reported that the Development Committee had a retreat with Jennie Isbell, which included reflecting on who they are targeting as donors. While recent years have focused on those who are involved with committee work and/or come to Sessions, they are considering broadening their approach to others in the Yearly Meeting.

Responding to several inquiries from monthly meetings, the Development Committee would also like to explore whether the YM credit card payment system could be used to receive monthly donations for monthly meetings (attached). This exploration would require some work by YM staff. Several Friends spoke about how their MM has approached the issue. Others

questioned the integrity of using credit cards which are based on the concept of borrowing money, and where 4% of the amount goes to the credit card company. Can we use bank debit cards instead?

Friends **approved** staff working with the Development Committee to explore the feasibility of providing this service. This exploration will attempt to consider all issues including: Is it worth the extra (on-going bookkeeping) time and expense; what are possible methods; and does using credit cards follow our testimony of integrity?

16-09 Finance Committee: Elias Sanchez-Eppler reported that the Finance Committee has had a productive few months in their efforts to improve outreach. While fewer actual visits than expected have been made, there have been a number of rich long-distance conversations. They are encouraged by the way the approach has been received, and expect to broaden the efforts to include all monthly meetings.

They have begun the budget process for the next fiscal year, and will be basing it on a 3%-4% increase in MM giving. While in recent years the actual shortfall has been less than budgeted, we must be prepared for the possibility that the actual deficit could equal that which is projected.

Elias presented the following recommendation (see attached),

The Finance Committee recommends that disbursements and reimbursements for committee expenses and travel transition to a web-based system in which reimbursement request forms, receipts, and expense authorizations can travel from the individual requesting reimbursement to the authorizer and on to the Yearly Meeting office not only by post (as currently required) but also by email.

Friends **approved**.

Elias also presented the following recommendation:

The Finance Committee further recommends that the Yearly Meeting Secretary, as opposed to the Presiding Clerk of the Yearly Meeting, authorize representative travel.

Friends **approved**.

16-10 Friends Camp Governance: Jeremiah Dickinson presented the Friends Camp Good Governance Report (attached) with a few edits since the last time it was presented. Specifically, it names mid-March as a date for Friends Camp to submit their budget to the Finance Committee, and names the YM Secretary as the ultimate supervisor for the Camp Director, along with a number of clarifications and format changes.

From the floor, Shearman Taber offered a number of edits. Friends were comfortable with the intent of these edits, and **approved** the document, with final edits to be composed jointly by Jeremiah, Shearman, and the PB clerk.

Friends **approved** laying down the Ad-hoc Committee on the Good Governance of Friends Camp, extending repeated thanks to this committee, established in November 2012. Over the course of its life, Friends who have served on the committee, some for brief periods and some in a consultative role, are: Carolyn Stone, Mary Knowlton, Phil Stone, Nat Shed, Laura Street, James Grumbach, Andy Grannell, Dee Kelsey and Jeremiah Dickinson.

16-11 Camp Director Search: Edward Baker reported for the Search Committee for a new Friends Camp Director. The Committee received 30 applications and followed up with nine who were Quaker, had experience at a Quaker camp, or at least mentioned Quaker values. Currently they have seven files with applications and letters of reference. The committee will meet February 27 to determine who they want to interview. They expect to hold interviews in early March, with follow-up interviews in April if needed, and intend to bring a recommendation to PB in May.

16-12 Personnel Committee: Bob Murray spoke about a major revision to the Personnel Policy Manual (PPM) (attached) pointing out that this is a living document, designed to say who we are as an employer and who we are as a people. It expresses our expectations for our employees, and for ourselves as employers. With this revision, the Committee has attempted to bring the document up to date. Bob notes that the appendices have been approved previously, and that he expects the child safety and harassment sections to be rewritten. Friends **approved** the new PPM, with gratitude to Bob and the Committee for their efforts.

16-13 Childcare Policy: We considered a new Childcare policy regarding Childcare for NEYM sponsored events (attached). This document assembles existing information from several sources. We hope that this policy will be shared widely, as it may be useful to monthly meetings. A concern was expressed that the abuse prevention policy, which the document refers to, is out of date. We understand that the Youth Ministries Committee will make the review of this policy a high priority. A question was raised about the paragraph regarding off-site childcare. We understand that the intention is that in some cases, a parent will arrange childcare for his/her children, but be reimbursed by NEYM. With the understanding that this clarification will be made, Friends **approved** this document.

16-14 Archives: Mary Frances Angelini spoke about the process of drafting the Deed of Gift to the Special Collections and University Archives of the W.E.B. Dubois Library at the University of Massachusetts, Amherst (SCUA) (attached). During negotiations between the Archives Committee, Karen Sanchez-Eppler (PB representative to this process), and Rob Cox from SCUA, they found some points of confusion regarding both future transfers to the Archives, and de-accessioning of

items which SCUA chooses not to retain. As discussions evolved, they chose to separate some of the concerns into a Memorandum of Understanding.

Noah assured us that NEYM legal counsel had reviewed the Deed of Gift and was comfortable with it. He also informed us that, using funds left from the unfilled Archivist position several years ago, he has expanded Sara Hubner's position to full time, to allow for support of communication with monthly meetings about the transfer of the archives and future procedures for submitting materials.

Mary Frances believes that SCUA intends to begin cataloguing the collection immediately on transfer, and that we may see a bibliography within a few months.

Friends **approved** the signing of the Deed of Gift. Sarah Gant, Clerk of Permanent Board, will sign.

16-15 Long-term Financial Planning: Noting that "We still do not have a financial plan," Chris Gant spoke about the survey that the Ad Hoc Long-term Financial Planning Committee (LTFPC) sent to the committees of NEYM. LTFPC received 17 responses, an "overwhelm(ing) amount of information", which the Committee has struggled to make sense of. In many cases, the responses do not reflect a clear connection between the work of the Committee responding and Session 2015's affirmation that the organization that is NEYM exists to "support and strengthen a vibrant and growing web of monthly meetings, quarterly meetings, and other Friends communities under our care, helping us to do together what we cannot do alone." The report further noted:

Nearly all committees said that communication was a major focus of their work, but also – and somewhat paradoxically – raised the concern that they don't know as much as they need to about what's going on in other committees, and yearn for greater communication and contact. This would seem to suggest that focusing on improving the quality of real two-way communication remains a vital area for investment...

LTFPC presented several proposals:

1. LTFPC requested our approval to coordinate with C&A in working with YM committees to align their Purposes and Procedures (due for review in 2017) with the priorities approved at Sessions 2015. The Clerk considered that our previous approval of LTFPC approaching the committees covers this continuation of work.
2. LTFPC is considering organizing a "consultation" to bring interested members of NEYM together to consider how our core purposes and priorities are being addressed, and how we might become a more effective organization. Since this proposal is not fully formed this notice is informational only.
3. LTFPC requested PB approval for asking the YM staff, in consultation with LTFPC and other relevant parties, to plan for, develop and launch a monthly electronic newsletter as an

urgent priority, recognizing that this may mean reallocating resources of time and money previously planned for other purposes. Friends **approved**.

4. LTFPC requested approval to begin developing a database of Friends in the region with a variety of skills which might be useful to the YM or to MMs. Noah considered that this proposal would require a significant amount of time from the YM Office Manager. Friends expressed some concerns, both about whether this is the best use of staff time, and whether the rewards are equal to the effort. For the time being, Chris suggested withdrawing this request, pending further reflection on how it might work, and balancing efficacy against effort.

16-16 Yearly Meeting Nominating: Ginny Bainbridge presented several names for our approval, for YM Committee service:

- FWCC:
 - Minga Claggett Borne (Change class to 2017)
 - Hal Weaver (Wellesley), class of 2016
 - Katie Green (Worcester), class of 2018
- Racial, Social, and Economic Justice:
 - Lillie Wilson (New Bedford) 2016
- Publications and Communications:
 - Will Monaco (Portland) 2018

Friends **approved** these names.

16-17 Internal Nominating: Donn Weinholtz presented the names of Leslie Manning (Durham) for Friends Camp Nominating Committee class of 2017, and Greg Williams (Beacon Hill) for Clerk's Nominating Committee class of 2019. Friends **approved** these names.

16-18 Clerk's Nominating: Allan Kohrman presented the following names for the clerk's table for 2016-2017:

Presiding Clerk: Fritz Weiss

Recording Clerk: Rachel Walker Cogbill Recording Clerk: James Grace

Reading Clerk: Katherine Fisher Reading Clerk: Jeremiah Dickinson

Friends **approved** forwarding these names to Sessions 2016.

16-19 Travel Minutes: Recognizing that our process and definition of requirements for travel minutes are unclear and in need of refinement, we considered the following:

- Jerry Sazama (Storrs): Renewal of a previous minute for travel with a concern for Quaker spirituality. Approved by Storrs MM (11/01/2015) and Connecticut Valley Quarter (02/07/2016). Friends **approved** the clerk endorsing this minute.

- Rebecca MacKenzie (Quaker City): Renewal of a previous minute for travel under a concern for the environment. Approved by Quaker City Unity (09/27/2015) and by Northwest Quarter (12/06/2015). Friends **approved** the clerk endorsing this minute.
- Benigno Sanchez-Eppler (Northampton): In support of his teaching at the Peace Institute in Cuba. Approved by Connecticut Valley Quarter (02/07/2016), but not yet by Northampton MM. Friends **approved** the clerk endorsing this minute after this anticipated approval is accomplished.
- Betsy Cazden (Providence): For travel to Cuba for participation in the Peace Institute, has not yet been approved by Providence MM or RI Smithfield Quarter. Friends **approved** the clerk endorsing this travel minute after these anticipated approvals are accomplished.

16-20 Legacy Gift: Suzanna Schell spoke about the first grants from the Legacy Gift. While all the applicants seemed worthy, some were fully funded and others were partially funded. She described the process, where subgroups of the Legacy Gift Committee met with each of the applicants so that at least a few committee members had personal interaction with the applicants in advance of the larger group meeting to discuss the awarding of grants. All recipients have been asked to attend Sessions. The committee expects to give another round of grants this spring.

16-21 Closing Worship: No further business appearing, Friends closed with worship, anticipating their next gathering on May 21 in Great Barrington, MA.

Sarah Gant, Clerk

Bruce Neumann, (acting) Recording Clerk

New England Yearly Meeting of Friends
Permanent Board Minutes
21 November 2015
Hanover Friends Meeting, Hanover, New Hampshire

15-99 Opening Worship: Permanent Board Friends met in worship at Hanover Friends Meeting, Hanover, New Hampshire. The Permanent Board clerk closed the time of quiet worship with a verse from an Epistle of John : “Perfect love casts out fear.” (1Jn 4:18)

15-100 Roll Call: Present: Clerk, Sarah Gant; Recording Clerk, Becky Steele; Virginia Bainbridge, Holly Baldwin, Travis Belcher, Susan Davies, Jeremiah Dickinson, Hannah Zwirner Forsythe, Christopher Gant, Ben Guaraldi, Ian Harrington, Nancy Isaacs, Sandy Isaacs, Allan Kohrman, Jean McCandless, Bruce Neumann, Anna Radocchia, Carole Rein, Elias Sanchez-Eppler, Karen Sanchez-Eppler, Suzanna Schell, Sara Smith, Carolyn Stone, Philip Stone, Bill Walkauskas, Donn Weinholtz

Ex Officio: Noah Baker Merrill (YM Secretary), Edward Baker (Supervisor, YM Secretary), Shearman Taber (Treasurer), Fritz Weiss (YM Presiding Clerk)

Regrets/Absences: Deana Chase, Justice Erikson, Galen Hamman, Tom Jackson, Leanna Kantt, Rocky Malin, Elizabeth Szatkowski, Rosemary Zimmerman. Ex officio: Robert Murray (Clerk, Personnel Committee)

Guests: Dulany Bennett, Benigno Sanchez-Eppler, Kathleen Wooten (YM Events Coordinator). Benigno Sanchez-Eppler brought greetings from FWCC Section of the Americas, with thanks for NEYM’s help and leadership.

15-101 Minutes: **Permanent Board approved the 26 September 2015 minutes with minor corrections.** The Clerk thanked Jeremiah Dickinson for ably filling in as recording clerk.

15-102 Yearly Meeting Presiding Clerk: Presented [an advance written report](#):

He is pleased with the theme of Sessions 2016: “Being the Hands of God: A Call to Radical Faithfulness”, and is thrilled to have Doug Gwyn as Bible Half-hour speaker. In addition to the time-sensitive public statements mentioned in the report, NEYM issued a statement after the attacks in Paris, [Choosing Love in a Season of Fear](#). Friends expressed great thanks and appreciation for the public statements issued so far.

In his oral report, the Presiding Clerk highlighted the work of Friends who serve on the Ecumenical and Interfaith Relations Committee (EIRC) and on Puente de Amigos in order to stress that the voice of the Yearly Meeting is Friends in New England, not just the Yearly Meeting Secretary and Presiding Clerk. The EIRC coordinates and encourages the involvement of NEYM Friends in the five existing state councils of churches in New England as well as other ecumenical and interfaith organizations. After

some discussion about the Massachusetts Council of Churches, which is currently going through restructuring, it was agreed that the Presiding Clerk, Clerk of Permanent Board and Coordinating and Advisory Committee will consult with Ministry and Counsel on ways to ensure that our Massachusetts participation is fully representative.

The Presiding Clerk also spoke to an announcement by Friends General Conference at its October meeting that it will undergo significant restructuring in light of successive \$500,000 deficit budgets. FGC reduced this year's deficit to \$200,000 by laying down Quaker Quest, closing the New Meetings project, reducing its subsidy to Quaker Books, cancelling couples workshops, and limiting support for visiting Friends, among other line items. FGC is going through a significant rethinking of its purpose.

Coordinating and Advisory in February will propose a way forward for the Youth Ministries Committee, and is also reconsidering the value of Committee Days.

15-103 The Yearly Meeting Secretary began and ended his oral report by quoting the poem "Fully Alive" by Dawna Marcova which begins, "I will not die an unlived life. I will not live in fear of falling..." The YM Secretary expressed gratitude to the Yearly Meeting for sending him to the weeklong Denominational Leadership seminar organized by Duke Divinity School's Leadership Education programs. He reported that it was a powerfully enriching experience that gave him a renewed sense of energy and clarity. He noted that he may have been the first Quaker to attend this Duke program, interesting in light of that fact that Parker Palmer's work is foundational to the workshop. The Secretary saw that many other denominations are asking the same questions as NEYM, and facing the same challenges.

The Secretary shared some insights from the workshop, particularly around a shift in "old" way thinking about a problem. While "old" way thinking uses an analytic/scientific approach to gather facts to define an issue in order to move to an optimal steady state, "new" way thinking, referred to as "whitewater," or "controlled ambiguity," accepts a permanent state of change, together with shared understandings of possible solutions, and a more community oriented (rather than top-down) approach to problem solving. People in leadership roles must create environments where risk is rewarded, experimentation is encouraged, and falling embraced as opportunity to learn.

The YM Secretary and the PB Clerk will attend a two-day workshop, "Beyond the Clergy: Engaging Lay Leaders in the Life of the Church," hosted by the Massachusetts Council of Churches in early December.

After discussing the NEYM archives, the **Permanent Board approved authorization for the YM Secretary to make expenditures from the Archives Revolving account to pay a contractor to help manage all aspects of the transition of moving our archives to the University of Massachusetts.** The Archives Committee (and Personnel Committee) will continue to consider how to fill the NEYM Archivist position.

In the meantime, monthly meetings are reminded of the importance of maintaining their archives until the YM archives are settled.

After consulting with the Clerk of Sessions Committee and the Presiding Clerk, the YM Secretary signed a five-year contract with Castleton University for annual sessions 2016-2020.

Following up on issues relating to employer identification numbers for NEYM and Friends Camp: We will use separate numbers for this calendar year. In the future, we will treat Camp employees as NEYM employees, using NEYM's EIN.

15-104 Treasurer: NEYM's deficit for FY 2014-15 now appears to be \$17,800.

Administration of the Anna M. Brown Fund, intended to help enable children of Quaker farmers in New England to attend Friends' schools: This fund has been little used in recent years. What disbursements there have been, have been made historically at the discretion of the YM Treasurer with little consultation. The present Treasurer is not comfortable with this practice and sought the approval of Permanent Board for disbursement of funds. For this academic year, **Friends approved authorizing the Treasurer to disburse funds from the Anna M. Brown Fund, pursuant to its purpose.** The Finance Committee has agreed to consider, and report to Permanent Board at its next meeting, whether the Finance Committee should serve as administrator of the Anna M. Brown Fund in the future.

15-105 Finance Committee: There was good attendance, primarily from Massachusetts meetings, at the committee's bi-annual "Money and Spirit" workshop held in November at Wellesley Monthly Meeting for treasurers, finance committee members and all others interested in Monthly and Yearly Meeting Finances.

The clerk of the Finance Committee reported having a "fantastic" meeting on October Committee Day. Committee members committed themselves to better outreach to Monthly Meetings. Members plan to visit MMs to hear what support they need and what NEYM could be and do for them. They will also share what NEYM already does for MMs and, when appropriate, discuss NEYM's need for support from MMs.

The Finance Committee clerk asked PB members to answer any requests for information about their MMs in a timely manner, and perhaps to accompany Finance Committee members when visiting MMs.

15-106 Development Committee. NEYM exceeded its goal for individual contributions in the fiscal year just ended. A challenge grant to attract new and increased donations was very successful. The \$10,000 challenge was met with more than \$20,000 in new or increased donations. The number of individual donors grew from 295 to 356, with new donations of \$6,000. The committee plans to better utilize the new database for more effective fundraising. The larger number of "Give Monthly" donors gives us stability.

15-107 Ad hoc Committee on Monthly Meeting Relationships (Intervisitation): The clerk of this ad hoc committee requested that PB's program for intervisitation be laid down. The program did not work, partly because of scheduling difficulties, but also due to a lack of clarity as to the purpose of the visits. Friends discussed the importance of deepening the connection between NEYM and the MMs. **Permanent Board approved the request to lay down its Ad Hoc Committee on Monthly Meeting Relationships.**

15-108 Long Term Financial Planning Committee: The committee requested information from NEYM committees: Sixteen of 23 committees responded in writing. The committee intends to distill this feedback into a report for Sessions about the work NEYM is doing.

Meanwhile, the committee suggested some actions in response to this feedback: A significant theme was "lack of communication." LTFPC is considering the creation of a snappy monthly newsletter to let New England Friends know what NEYM is up to. Other ideas: create a "skills database," host a retreat/workshop in Spring 2016 to discuss how NEYM committees work -- and might work better.

The PB was reminded that the vitality of NEYM comes from the inner life: from seed to shoot, to leaf, to fruit. Otherwise, NEYM is just a structure focused on goals and success.

15-109 Memorial Minute: Permanent Board heard the memorial minute for John Henry Foster, and referred it to the good care of the Clerk's table and Ministry and Counsel.

15-110 Friends Camp Director's report: After a wonderful summer last year, the Director is preparing for retirement and laying the foundation for the future of the Camp with a new director. With a special thanks to China Meeting, the Camp was able to renovate the meeting house. After a lively fall, the Camp is looking forward to a couples workshop in the spring. The director is also considering starting a senior fellows program to bring special resources to the camp. The PB recognized the special contribution of Nat Shed's work as Camp Director.

15-111 Ad Hoc Committee on Good Governance for Friends Camp: With thanks to Nat Shed for his valuable input, Jeremiah Dickinson, the clerk of Permanent Board's Ad Hoc Committee on Good Governance for Friends Camp, presented his report. The PB praised the committee's carefully discerned and far-reaching work and expressed gratitude for it. Among other items, the report addresses the relationship between the YM and the Camp, as well as the relationship between the YM Secretary and the Friends Camp Director.

Permanent Board discussed various aspects of the camp's governance, including the following: (1) adequately protecting child safety, (2) clarifying who has the authority to fire the Camp Director (the PB Clerk and/or possibly the YM Secretary), (3) budget checks and balances, (4) the YM Secretary's responsibility for ensuring child safety for

the YM as a whole, and (5) considering whether the Clerk of the Camp Committee and the Camp Director's supervisor should serve ex-officio on the Permanent Board and NEYM Personnel Committee. Permanent Board asked the committee to consider this input and bring the governance document to the next PB meeting, thanking the committee for its hard and good work.

15-112 Friends Camp Committee: Amended Budget: Permanent Board discussed and accepted the camp's operating and capital budgets.

15-113 Friends Camp Director Search: The job opening is posted on the NEYM website, as well as in other camp and Quaker venues. The application deadline is 15 February, 2016. The committee will meet after reviewing the applications and hopes to bring a recommendation to the May 2016 Permanent Board meeting.

15-114 Permanent Board Clerk Job Description: Friends approved the proposed job description, suggesting the following minor revisions: (1) the Clerk of Permanent Board and Clerk of Ministry and Counsel work in consultation with each other, (2) the PB Clerk has the authority to hire and fire the YM Secretary and the Camp Director, as outlined in the NEYM Personnel Manual, and (3) the Clerk is expected to serve a 3-year term; this 3-year term can extend the service of a PB member who would otherwise be term-limited from completing all 3 years.

15-115 Internal Nominating Committee: Permanent Board approved the following nominations: Travis Belcher and Carl Williams to Personnel Committee, Class of 2019; Edward Baker as YM Secretary Supervisor through 2018.

15-116 Yearly Meeting Nominating Committee: Permanent Board approved corrections to the Nurturing Friends Education at Moses Brown School: Carol Smith for the class of 2016, Liessa Stamm for the class of 2017, and Nia Thomas for the class of 2018. Hal Weaver has resigned from the FGC Committee.

15-116 Travel Minutes: **Permanent Board approved travel minutes for Susan Furry (Connecticut Valley Quarter), as well as for Minga Claggett-Borne and Jonathan Vogel-Borne (Salem Quarter).** C&A will discern whether the current process for handling travel minutes continues to make sense.

Travel Minute Reports: Friends accepted the reports of Ann Dodd Collins and Beth Gorton, and forwarded them to Ministry and Counsel.

Announcements:

December 1 is the first deadline for applications for grants from the Legacy Gift Committee.

Beacon Hill Friends House will be hiring a new residency manager and kitchen manager in the spring. They are also looking for new people to move in, especially older people, people of color, and couples.

Presiding Clerk report to Permanent Board
2-20-16

I have been busy since we last met in November. Coordinating and Advisory Committee has met monthly. We are making good progress at forming a robust and effective Youth Ministries Committee. This committee will meet at the April committee day. There is some immediate work that needs attention including tackling a child safety plan for Youth Programs (the current version is labeled "draft" and dated 2004), and strengthening the support to our youth staff as they find themselves doing more complex pastoral care for the youth and families involved in the youth program.

- *Coordinating and Advisory is asking Permanent Board to name the following individuals to the Youth Ministry Committee. Nominating Committee supports this list; but recognizes that C&A did the discernment. Carolyn Stone (Wellesley), Honor Woodrow (Framingham), Wendy Schlotterbeck (Durham), Brad Bussiere-Nichols (Portland) and Laura Hoskins (Putney).*
- *We also ask that Permanent Board name the presiding clerk as ex-officio to the YMC.*
- *We ask that Permanent Board work with the Youth Ministries Committee to identify an individual to serve as liaison between the two committees assuring that PB remains informed about the work of this committee.*
- Michael Anderson (New Haven), Susan Bainbridge (New London), Doug Lippincott (Framingham) and Mary Knowlton (Maine) were originally named to the YMC in 2014 will continue on the committee.

The purposes and procedures for committees are due for the regular three-year review in 2017. We intend to let committees know this is work before them and to think with intent about how their current purposes and procedures reflect the five priorities and purpose for the organization which was approved at sessions last August.

Sessions Committee is doing good work. Angela Hopkins, Judy Goldberger and Jay O'Hara have all agreed to participate; we have named elders for each. The agenda for sessions is continuing to emerge.

Since we last met Noah and I have agreed to sign onto an Amicus Brief on a Massachusetts church taxation case. Noah will be able to provide more details. I issued a letter from the presiding clerk drawing attention to one friend's minuted ministry to struggle for justice against racism. The call to address racial justice is widely shared and many friends are active in their witness. One of the concerns that I carried into the experience of drafting and releasing this letter is for how we as a body share the good news when a friend is called to a ministry.

Coordinating and Advisory Committee is aware that the pastored meetings in our body are struggling and need support. Currently Smithfield is without a pastor, as of Easter Smith Neck will also be, within the year Peter Crysdale will no longer be part-time at Allen's Neck. Ministry and Council has agreed to take up the responsibility of supporting these meetings, and supporting our pastors in their work as an urgent and current concern.

On February 7th I represented Friends in the ecumenical service celebrating the 200th anniversary of the founding of the AME church. This was a rich experience; which I am still processing.

To: NEYM Permanent Board, meeting on 2/20/2016
From: Noah Baker Merrill, Yearly Meeting Secretary

Dear Friends,

I hope you are all staying warm and dry on these dark winter days. Below are some brief updates from my work and the work of our yearly meeting staff in the past few months. I look forward to sharing with you in discernment this weekend.

Staff Support for the Archives transition

In support of the other ongoing work of the Archives Committee to complete the transition to a new home for the Archives, beginning March 1 we are increasing Office Manager Sara Hubner's time by one day a week (up to 1.0 FTE from 0.8 FTE) in order to provide additional support for the effort to engage meetings in the Archives transition. We plan to start by notifying them of changing requirements and helping them understand and navigate the process of restarting transfers of their materials. Funds for this increase will be drawn from monies set aside for the Archives transition. We will re-evaluate the need for this additional staff support at the end of the current fiscal year ending 9/30/2016.

Staff professional development

Responding to Permanent Board's direction to seek opportunities for executive coaching, I have identified a short list of executive coaches who come well recommended, either by the Friends Council on Education or by denominational leaders in other churches. I have begun brief interviews with the people on the list, and hope to select a coach to work with in an ongoing way within a week. This will be paid for with funds remaining from the amount approved by Permanent Board for my professional development last year.

As you may remember, through the support of the Lilly Endowment and the Massachusetts Council of Churches, Duke Divinity is for the first time in New England offering a foundational leadership training program in which at least one New England Friend—and one New York Friend –will participate. Kathleen Wooten has been admitted in her role as NEYM Events Coordinator, and as part of her staff development for the year. Program participants are invited to apply for a \$5000 grant to support innovative projects benefitting their denominational organization – which offers the prospect of a net financial gain to the sponsoring organization as they invest in their staff and overall organizational capacity.

Recent security upgrades

In response to a recent electronic security breach in which the email of one of the staff was hacked, I have worked with Communications Technology Coordinator Jeff Hipp to put in place stronger security protocols for our systems. None of the sensitive personal or financial data of Friends was compromised; we are treating

this as a warning and acting pre-emptively. We are working to improve the strength of passwords, encryption, etc. used on our database, website, email, and other accounts. For those with highly-sensitive access (such as Jeff and myself), we have put in place stronger measures such as multi-factor authentication. We are also exploring the use of an NEYM-owned netbook for volunteer computer tasks at Sessions, which would reduce the need for volunteers to access sensitive financial or personal data using a personal computer.

New email marketing provider

As part of our effort to improve how we use technology for communications work, we are transitioning to a new platform for email mass communication. The new service will provide greater integration with the Salesforce database, will allow us to more easily create visually clear, attractive and compelling templates for our email communications, and will provide easier sharing of our communications on social media. It will also be much easier for us to encourage Friends to sign up for updates on the issues they're most interested in, helping us target communications and build the size and quality of our email contact lists. I hope to have this transition complete by the end of April, if not before.

A healthy and growing database is an essential tool for improving the vitality of relationships among Friends throughout New England. While this overall question and the more specific matter of our mass email platform may seem like a mundane issue, I believe this is another key step in getting the tools in place to help us reach and engage a growing number of Friends in NEYM's work to support and strengthen the web of local meetings under our care.

Shoemaker grant received, awaiting response on QuakerSpeak proposal

Over the holidays we received the exciting news that the Shoemaker Fund has fully funded NEYM's joint proposal with NYYM entitled "Fostering Vibrant Multigenerational Meetings."

As Friends will recall, the three-year project involves collaborating with New York Yearly Meeting in an effort to strengthen the engagement of emerging adults and young families in our local meetings, and to document best practices in this work to share throughout our yearly meetings and beyond.

With the support and counsel of Personnel and Finance Committees, we have posted the three-year, grant funded half-time position of Young Adult Engagement Coordinator with a March 1 deadline for submissions, with the hope of hiring in March for an April start date. On March 1, Religious Education & Outreach Coordinator Beth Collea will also transition from 0.8 FTE (four days/week) to 1.0 FTE (five days/week), in order to support the additional collaboration and learning this grant will make possible throughout our two yearly

meetings. Beginning in March, I also hope to work with an evaluation consultant funded through the grant to develop a baseline survey against which we can measure progress, and to inform the strategies we may pursue in working with partner meetings.

We are still awaiting word on an outstanding proposal to Obadiah Brown's Benevolent Fund to support the participation of New England Yearly Meeting of Friends in the upcoming season of the QuakerSpeak video series, featuring local New England meetings, their life and ministries, and how they are responding to opportunities and challenges in bold and innovative ways.

Please see the attached *Memo on Status of Grants* for more information. As always, I am happy to answer questions, welcome input and ideas, and share the final proposal text by request. As the project gets underway, I will provide regular updates, and the most recent online issue of the New England Friend contains an announcement of the new grant-funded project. An important question as we go forward is how to communicate what is happening and involve participation of Friends more widely over the course of the work.

Sessions planning & preparation

One key effort underway this year with regard to Annual Sessions is updating the Sessions Handbook, documentation which has not been done for many years. In the process, we are making explicit much knowledge that has been implicit, clarifying volunteer job descriptions, and streamlining procedures in hopes of making Sessions run more smoothly and efficiently year-to-year. This has also included developing clear forms for committees and responsible parties to request space and other logistical needs at Sessions, as well as creating a unified timeline with deadlines for all major processes needed to implement Sessions. Kathleen Wooten (Events Coordinator) and John Humphries (Sessions Clerk) have provided essential leadership to this effort.

Emerging Practices in Quaker Outreach conference planning continues

Beth Collea and Kathleen Wooten are leading the organizing for a conference on Quaker outreach at Woolman Hill, April 29-May 1. Registration is filling up quickly for a working weekend bringing together active practitioners, with approximately 2/3 of participants drawn from within NEYM, and 1/3 visitors from other yearly meetings. All applicants for the limited number of spaces have been asked to provide background on their passion, leading and focus of their outreach work, in order to help us ensure broad representation and make the gathering as fruitful and practice-focused as possible.

We hope to benefit from and strengthen a wider community of practice, energizing work in our region and sharing what we are learning with the wider world of Friends. We plan to film the main panels of the event and share videos

as well as PDF resources from the workshops online.

SAGE program continues development

I continue to support Fran Brokaw and Lori Martin (for SAGE, which stands for “Support Across Generations for Elders) to develop a grant-funded program to train volunteers to work in elder care and advocacy with local meetings. The current work is to produce a print brochure for the program. SAGE, once under the care of the Committee on Aging, is now reporting on its work to Ministry & Counsel, with direct support and grant administration from NEYM staff.

Preparations are underway for a second training for volunteers in the autumn of 2016, building on the success and learning from the first, which was held at Woolman Hill in mid-December.

###

Memo on Current Status of Grants Administered by NEYM

2/20/2016

To: NEYM Permanent Board
From: Noah Merrill, Yearly Meeting Secretary
Re: Update on Status of Grants

Dear Friends,

Consistent with our new Policy on Grants, this memo is intended to provide a brief update to the Permanent Board on the status of grants and proposals in process or under NEYM administration.

As you are aware and will note below, NEYM has an active and longstanding partnership with Obadiah Brown's Benevolent Fund. We are also beginning to broaden our engagement to explore additional funding partnerships to help strengthen the life and ministry of Friends in New England.

Grants in process under the administration of NEYM:

- **From Obadiah Brown's Benevolent Fund**, totalling \$11,100 for graphic design, content creation and printing of NEYM outreach materials, and to fund an April 2016 practitioner's conference on Outreach in New England, to include significant participation and networking with Friends from other yearly meetings

Grants received since Sessions:

- **From Obadiah Brown's Benevolent Fund**, \$4600 to purchase equipment and provide training to develop NEYM's capacity to provide online streaming video of Quaker events to remote audiences in time for Sessions 2016
- **From Obadiah Brown's Benevolent Fund**, \$4998 to fund the production of a series of bilingual training videos in the Godly Play/Faith & Play approach to religious education, with special emphasis on the *jugar llenos de fe* Spanish-language curriculum translated and published by New England Friends
- **From the Thomas H. and Mary Williams Shoemaker Fund**, a three-year grant, with funding to NEYM totalling \$118,006, to foster multigenerational meetings in collaboration with New York Yearly Meeting. Funding will support a half-time Young Adult Engagement Coordinator to strengthen local meetings' capacity to engage and include young adults, increase the Religious Education & Outreach Coordinator's time by one day/week to 1.0 FTE (full-

time) to assist with creating a community of practice across the Northeast to share best practices and resource as they are developed; provide consulting support for program assessment and evaluation; and fund related expenses including publishing & travel costs

Proposals submitted:

- **To Obadiah Brown's Benevolent Fund**, \$10,000 to make possible NEYM's participation as a partner in Season Three of QuakerSpeak, an online video project of Friends Journal at quakerspeak.com. NEYM would be the first yearly meeting to partner in this way with QuakerSpeak, and video would be filmed in several parts of New England, highlighting the ways New England Quakers are exploring innovative approaches to ministry and addressing the challenges our local meetings face as we grow into the future of Friends.

Results of filming would be edited into final videos included in Season Three of QuakerSpeak, distributed online and to the entire QuakerSpeak viewership, and published in the Season 3 DVD.

Proposals under consideration, to my knowledge:

- As part of the **Foundations of Christian Leadership Program**, a partnership between **Leadership Education at Duke Divinity** and the **Massachusetts Council of Churches**, one or more "innovation grants" of \$5,000 for an NEYM participant to undertake a project of benefit to New England Yearly Meeting of Friends (as the denominational organization of the applicant). A small group of New England Friends are applying for the initial class of this new program, and each accepted participant is invited to apply for one of these grants, which are funded by the **Lilly Endowment**.

In keeping with our policy, this report and a report on current balances under NEYM administration was also shared with the Finance Committee in advance of their 1/30/2016 meeting.

###

Treasurer's Report to Permanent Board

February 8, 2016

Having closed the books for FY15 and completed the year end reports, I am now ready to begin looking at our accounting processes to see if there are ways in which we can begin improving them. There are two changes which will be implemented between now and Sessions. The first is the partial integration of the 'Operating Division' and the Friends Camp reporting. While there will be some consolidated reports, most of our regular financial reports will continue in their current form as the 2 units continue to operate independently.

The second change will be an increased visibility into the Continuing Projects line item. That is the account line in the Balance Sheet which contains the monies received as grants or designated for a specific project expected to continue over multiple fiscal years by the Yearly Meeting. In the past these did not add significantly to the time and effort required of our staff or other resources. The number of grants we are tracking and their size have both grown significantly this year, so we need to be more aware of the progress of these projects. Such a report should be in a form similar to that of the endowment funds and revolving accounts.

When reviewing the financial reports accompanying this report I noted that our liability Insurance is over budget. The YM made the payment to the insurance company to cover a monthly meeting for which we had received reimbursement last fiscal year. Our legal services line is significantly higher than might be expected due to the payment the YM portion of to Friends Camp legal bill. The contributions to the YM (monthly meeting plus individual) are about \$26,000 below what they were at this time last year.

And finally, Ben Guaraldi had made me aware that we had been spending some of the principal of the Freedmen's Fund over several years. In reviewing the fund's history I discovered a series of unrelated accounting errors. These have resulted in the reduction of the Freeman's Fund principal of roughly \$25,000. This is for your information only as this has been brought to the attention of C&A, Finance and RSEJ Committees and we are beginning to address it. Elias Sanchez-Eppler, clerk of the Finance Committee, and I are currently reviewing the records and determining what the exact amount is and to develop ways of addressing this situation.

Shearman Taber
Treasurer

NEYM
FY15 Operating Budget vs. Actuals (cls 100 thru 550 730)
October 2015 - January 2016

	Total		
	Actual	Budget	% of Budget
Income			
4010 Individual Contributions	23,911.42	135,000.00	17.71%
4020 Monthly Meeting Contributions	82,263.59	333,000.00	24.70%
4030 Organizations Contributions	1.00		
4050 Interest and Dividend Income		6,000.00	0.00%
4070 Books & Other Sales Income		18,000.00	0.00%
4072 Sales - Books		0.00	
4075 Sales -Other Items		0.00	
Total 4070 Books & Other Sales Income	\$0.00	\$18,000.00	0.00%
4080 Retreat Program Fees	11,951.00	50,000.00	23.90%
4085 Sessions Program Fees		210,000.00	0.00%
4099 Net Assets Released To/From	-73.20	20,000.00	-0.37%
Total Income	\$118,053.81	\$772,000.00	15.29%
Gross Profit	\$118,053.81	\$772,000.00	15.29%
Expenses			
5000 Staff		0.00	
5010 Salaries & Wages	93,962.96	279,852.00	33.58%
5020 Payroll Taxes	6,595.72	21,409.00	30.81%
5030 Benefits			
5033 Health Benefits	11,716.16	45,000.00	26.04%
5035 Retirements	8,746.04	27,985.00	31.25%
5040 Disability	505.80	1,600.00	31.61%
5045 Workers' Compensation	714.00	900.00	79.33%
5050 Spiritual Retreats		1,200.00	0.00%
5060 Staff Development		3,250.00	0.00%
Total 5030 Benefits	\$21,682.00	\$79,935.00	27.12%
Total 5000 Staff	\$122,240.68	\$381,196.00	32.07%
5100 General & Administration			
5110 Administration			
5120 Bank Expense	855.46	5,500.00	15.55%
5130 Contracted Services	75.00	6,000.00	1.25%
5140 Legal Services	5,045.92	7,750.00	65.11%
5150 Liability Insurance	3,230.49	3,000.00	107.68%
5160 Payroll Service	621.68	2,000.00	31.08%
5170 Recruiting Expense	192.10	2,000.00	9.61%
5180 Rent	4,675.00	9,350.00	50.00%
5190 Misc. Expense	2,079.00	2,100.00	99.00%
Total 5110 Administration	\$16,774.65	\$37,700.00	44.50%
5200 Office			
5220 Cleaning Services	66.00	265.00	24.91%
5230 Maint - Equip & Hardware		1,250.00	0.00%
5240 Postage	641.42	3,750.00	17.10%
5250 Office Equipment		3,250.00	0.00%
5260 Office Supplies	249.50	2,500.00	9.98%
5270 Printing & Copying	176.97	3,000.00	5.90%

5280 Software & Updates	1,509.65	2,800.00	53.92%
5290 Telephone	1,129.49	4,500.00	25.10%
5295 Misc. Office	275.00	600.00	45.83%
Total 5200 Office	\$4,048.03	\$21,915.00	18.47%
Total 5100 General & Administration	\$20,822.68	\$59,615.00	34.93%
5300 Travel & Conferences			
5310 Travel - Committee		3,000.00	0.00%
5320 Travel - Clerk	1,156.20	5,000.00	23.12%
5330 Travel - Programs	667.47	4,600.00	14.51%
5335 Travel - Representatives Travel	2,480.68	7,600.00	32.64%
5350 Travel - Staff	6,783.33	16,000.00	42.40%
5360 Travel - Ministries		400.00	0.00%
Total 5300 Travel & Conferences	\$11,087.68	\$36,600.00	30.29%
6000 Programs			
6110 Sessions Room & Board	10,000.00	170,000.00	5.88%
6112 Retreats - Room & Board			
6114 Room Rental	12,327.82	19,000.00	64.88%
6150 Food Expense	6,035.19	15,000.00	40.23%
Total 6112 Retreats - Room & Board	\$18,363.01	\$34,000.00	54.01%
6125 Program Expenses			
6105 Honoraria - Speakers/Wkshp Ldrs	4,802.66	12,500.00	38.42%
6115 Equipment Rental		5,100.00	0.00%
6121 Supplies and Other Expenses	1,876.74	9,100.00	20.62%
6165 Pre-Sessions Expense		1,000.00	0.00%
Total 6125 Program Expenses	\$6,679.40	\$27,700.00	24.11%
6130 Committee Expenses - General	983.46	32,040.00	3.07%
Total 6000 Programs	\$36,025.87	\$263,740.00	13.66%
6140 Books & Other Sales Expense			
6142 Books		7,000.00	0.00%
6145 Other Items for Sale		600.00	0.00%
6147 Consignment Sales		6,900.00	0.00%
Total 6140 Books & Other Sales Expense	\$0.00	\$14,500.00	0.00%
6200 Benevolence			
6310 FGC		13,066.00	0.00%
6320 FUM		13,066.00	0.00%
6325 FWCC		13,066.00	0.00%
6330 Friends' Organizations			
6328 Ramallah Friends School		100.00	0.00%
6335 AFSC		300.00	0.00%
6340 FCNL		750.00	0.00%
6345 QEW		300.00	0.00%
6350 Friends Peace Teams		100.00	0.00%
6355 FWCC 3rd World Travel		500.00	0.00%
6360 QUNO		200.00	0.00%
Total 6330 Friends' Organizations	\$0.00	\$2,250.00	0.00%
6575 Other Organizations		0.00	
6590 Ecumenical Organizations			
6592 State Council of Churches		4,000.00	0.00%
6594 NE Council of Churches		150.00	0.00%
6596 NECL		150.00	0.00%
6598 World Council of Churches		100.00	0.00%

Total 6590 Ecumenical Organizations	\$0.00	\$4,400.00	0.00%
Total 6200 Benevolence	\$0.00	\$45,848.00	0.00%
6600 Publications			
6610 Yearly Meeting Minute Book	988.25	3,000.00	32.94%
6620 New England Friend	3,799.44	4,500.00	84.43%
6630 Other newsletters	1.00	0.00	
Total 6600 Publications	\$4,788.69	\$7,500.00	63.85%
Total Expenses	\$194,965.60	\$808,999.00	24.10%
Net Operating Income	-\$76,911.79	-\$36,999.00	207.88%
Net Income	-\$76,911.79	-\$36,999.00	207.88%

Sunday, Feb 07, 2016 10:26:25 PM PST GMT-5 - Cash Basis

NEYM
Balance Sheet
As of February 1, 2016

	Total
ASSETS	
Current Assets	
Bank Accounts	
1000 Checking Accounts	
1005 TD Bank Checking	246,077.73
1040 Petty Cash	200.00
Total 1000 Checking Accounts	\$ 246,277.73
1020 Money Market Accounts	
1027 Commonwealth Brokerage	4,314.04
Total 1020 Money Market Accounts	\$ 4,314.04
Total Bank Accounts	\$ 250,591.77
Accounts Receivable	
1200 Accounts Receivable	0.00
1210 SLOA AR Principal Interest	8,489.68
1215 SLOA Principal Non Interest	47,561.78
1220 SLOA Interest Receivable	3,561.32
1230 CD sales receivable	0.00
1275 Book Sales	0.00
1277 Postage	0.00
Total 1275 Book Sales	\$ 0.00
Total 1200 Accounts Receivable	\$ 59,612.78
Total Accounts Receivable	\$ 59,612.78
Other current assets	
1075 Pooled Funds	2,022,839.04
1100 Accrued Receivables	-123.96
1110 Due to/from Friends Camp	1,517.38
1112 Camp Disability	24.47
1114 Camp - Retirement	2,419.44
1115 Camp Loan	0.00
1116 Camp Mailings	0.00
1118 Camp - Umbrella Liability Insur	0.00
1119 Camp Funds in Transit	0.00
Total 1110 Due to/from Friends Camp	\$ 3,961.29
1120 Employee Advances	0.00
1130 Student Loan Principal Rec.	0.00
1132 Student Loan Principal Non Inte	0.00
1135 Student Loan Interest Rec.	0.00
1140 Due to/from Sessions	0.00
1150 Prepaid Expenses	3,250.00
1190 Misc due to/from	0.00
1499 Undeposited Funds	0.00
Total Other current assets	\$ 2,029,926.37
Total Current Assets	\$ 2,340,130.92
TOTAL ASSETS	\$ 2,340,130.92
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	

Accounts Payable	
Accounts Payable	0.00
Total Accounts Payable	\$ 0.00
Credit Cards	
2005 Credit Card Elan St Marys	2,855.95
Total Credit Cards	\$ 2,855.95
Other Current Liabilities	
2010 Accrued Liabilities	0.00
2110 Federal Taxes	0.00
2120 State Taxes	0.00
2150 Health Insurance Premium	543.24
2155 Sect 125 Employee Withholding	402.56
2160 403B Retirement	0.00
Total Other Current Liabilities	\$ 945.80
Total Current Liabilities	\$ 3,801.75
Total Liabilities	\$ 3,801.75
Equity	
3500 Working Capital	74,797.31
3600 Board Designated Funds	0.00
3620 Faith & Practice Revision	40,386.19
3630 World Conference Travel	0.00
3650 Quasi-Endowment (Investments)	167,552.67
3680 NEFH Fund	0.00
3681 NEYM Future Fund	475,932.79
3682 NEYM Ministry Fund	757,496.34
Total 3680 NEFH Fund	\$ 1,233,429.13
Total 3600 Board Designated Funds	\$ 1,441,367.99
3700 Revolving Accounts	0.00
3705 Archives	16,985.20
3712 FUM Intervisitation	1,157.99
3713 FUM Earmarked Donations (per 2009-54)	858.28
3714 Peace Tax Fund	0.00
3715 Peaceworker	1,784.36
3720 Prejudice & Poverty	6,808.14
3725 Puente de Amigos	6,263.60
3730 Sufferings	4,939.42
3740 CE Pubs	0.00
3750 M & C Pubs	0.00
3755 Student Loan	155,783.93
3760 Young Friends Travel	3,110.96
3775 Continuing Projects	155,983.62
3780 FCNL Pass through	0.00
Total 3700 Revolving Accounts	\$ 353,675.50
3800 Permanently Restricted Funds	0.00
3802 Endowment Fund	0.00
38021 Unavailable	46,862.91
38022 Available	2,450.05
Total 3802 Endowment Fund	\$ 49,312.96
3804 Alice Needham	0.00
38041 Unavailable	16,103.41
38042 Available	852.52
Total 3804 Alice Needham	\$ 16,955.93

3806 Amy S. Hayden	0.00
38061 Unavailable	53,062.18
38062 Available	<u>2,809.09</u>
Total 3806 Amy S. Hayden	\$ 55,871.27
3808 Anna M. Brown	0.00
38081 Unavailable	33,900.35
38082 Available	<u>1,734.29</u>
Total 3808 Anna M. Brown	\$ 35,634.64
3810 Freedmen's	0.00
38101 Unavailable	117,418.42
38102 Available	<u>5,871.29</u>
Total 3810 Freedmen's	\$ 123,289.71
3812 FUM Foreign Missions	0.00
38121 Unavailable	43,401.21
38122 Available	<u>2,297.67</u>
Total 3812 FUM Foreign Missions	\$ 45,698.88
3814 FUM Home & Foreign	0.00
38141 Unavailable	6,076.46
38142 Available	<u>321.69</u>
Total 3814 FUM Home & Foreign	\$ 6,398.15
3816 FUM Ramallah	0.00
38161 Unavailable	54,878.26
38162 Available	<u>2,905.26</u>
Total 3816 FUM Ramallah	\$ 57,783.52
3824 Mosher Book & Tract	0.00
38241 Unavailable	64,433.96
38242 Available	<u>3,396.21</u>
Total 3824 Mosher Book & Tract	\$ 67,830.17
3826 Phillips/Purington/Hawkes	0.00
38261 Unavailable	23,375.15
38262 Available	<u>1,237.50</u>
Total 3826 Phillips/Purington/Hawkes	\$ 24,612.65
3828 Pittsfield/Varney	0.00
38281 Unavailable	7,298.16
38282 Available	<u>385.60</u>
Total 3828 Pittsfield/Varney	\$ 7,683.76
3830 Susan B. Kirby	0.00
38301 Unavailable	7,632.72
38302 Available	<u>403.98</u>
Total 3830 Susan B. Kirby	\$ 8,036.70
3832 West Falmouth Prep Mtg	0.00
38321 Unavailable	3,956.76
38322 Available	<u>209.47</u>
Total 3832 West Falmouth Prep Mtg	\$ 4,166.23
Total 3800 Permanently Restricted Funds	\$ 503,274.57
3900 Retained Earnings	0.00
Net Income	<u>-36,786.20</u>
Total Equity	\$ 2,336,329.17
TOTAL LIABILITIES AND EQUITY	\$ 2,340,130.92

Sunday, Feb 07, 2016 07:33:53 PM GMT-8 - Cash Basis

Request to Permanent Board regarding Credit Card Payments through NEYM website from the Development Committee
February 20, 2016

Purpose: The Development Committee would like the staff to determine the feasibility of modifying the online donation system to allow individuals to make donations to their monthly meeting through the NEYM system. This would provide support to monthly meetings in their fundraising efforts.

Background: We now have an online system that allows monthly credit card donations to NEYM. Many Monthly Meetings do not have such a system and it is beyond their capabilities to develop one. This could make it more convenient for individuals to make donations to both monthly and yearly meeting and possibly increase donations to both. It could also be considered a service that YM provides to the monthly meetings, which would be in line with our commitment to our newly stated purpose to that end.

Action: In support of our goal of improving relationships and providing support to Monthly Meetings, the Development Committee suggests the following. **That yearly meeting staff investigate the feasibility of extending YM's existing credit card donation technology to monthly meetings** so their members could make donations to their Monthly Meeting on line using the same form or system as is used in donations to YM. We request that PB direct the YM secretary to provide a report on the logistics and costs of such an approach.

Further action: We also encourage a significant effort to improve the quantity and quality of the information in our database and ways in which it can be used to assist MM. We support the goals of the Long Term Financial Planning Committee to **expand the names in the database** beyond the current method of collecting the names and contact info only for session attenders and committee members. Having a "directory" that only lists current committee members also limits our ability to be in touch with each other. We believe that this would improve relationships with non sessions attenders, by allowing us to extend more communication to them, inform them of events around New England and about the resources that are available to them. It would also expand the financial support base beyond the current "inner circle" of Friends. The Development Committee feels this is an important area to explore as a way to strengthen our connections with Monthly Meeting attenders and members. Recognizing the sensitivity and complexity of this change, we urge starting this process soon so it may be thoroughly explored and implemented at the earliest opportunity.

We recognize the extension of the credit card collection system to Monthly Meetings will require additional resources to explore and implement and would be willing to contribute a substantial portion of our budget to this.

Sara Smith, clerk of the NEYM Development Committee

**Proposal to Permanent Board
From the Finance Committee
February 14, 2014**

Policy on electronic requests and authorizations for reimbursement

The Finance Committee recommends that disbursements and reimbursements for committee expenses and travel transition to a web-based system in which reimbursement request forms, receipts, and expense authorizations can travel from the individual requesting reimbursement to the authorizer and on to the Yearly Meeting office not only by post (as currently required) but also by email.

For example, committee members' reimbursement for committee expenses must be authorized by the committee's clerk. To be reimbursed, committee members submit a reimbursement form and any receipts to the clerk either electronically (attaching scanned copies of receipts and the reimbursement form) or by mail. To authorize a reimbursement, the committee clerk forwards the form and receipts with a note that they authorize the expense. The recommendation is that writing that they authorize the expenses in the body of an e-mail to the Accounts Manager with the necessary attachments (either as received electronically, or scanned in by the committee clerk, if received by post) be sufficient to authorize reimbursement. As before, the committee clerk may also mail their approval and supporting documents to the Accounts Manager. The Accounts Manager will print and file in hardcopy any receipts and authorizations received electronically.

The Finance Committee further recommends that the Yearly Meeting Secretary, as opposed to the Presiding Clerk of the Yearly Meeting, authorize representative travel.

All existing policies regarding check signing and electronic transfers apply to those for reimbursements.

Feasibility: Discussions with the NEYM Communications Technology Coordinator and the Accounts Manager confirm that a web-based system is feasible and will improve efficiency. It will be easier and quicker to inform key parties and disburse funds. Where NEYM members do not have electronic access, staff or other Friends can provide forms and process reimbursement requests in hard copy.

Information about current procedures, along with how forms are submitted, is already available at the NEYM website under *Resources for NEYM Committees*. See <http://neym.org/resources/committees>. These forms will be updated to reflect this new policy if it is adopted.

Common Reimbursements: Common examples are described below for reference.

Committee Budget Requests

Eligibility: Committee clerks & members for expenses outside other budget lines.

Authorization: Committee Clerk

Committee Member Travel

Eligibility: Committee members traveling to committee meetings.

Authorization: YM Secretary

Representative Travel

Eligibility: Representatives appointed by the YM to Friends' organizations for travel to those organizations' gatherings.

Authorization: Currently - Presiding Clerk; Recommended - YM Secretary

1. Friends Camp Mission Statement

The mission of Friends Camp is to give youth and families a unique outdoor camp for spiritual, emotional, and creative growth. Friends Camp strives to be a caring and accepting community that embraces the faith and practices of Friends (Quakers) as one of many ways of helping youth discern a true and healthy path into adulthood with group worship, recreational activities, artistic pursuits and work projects.

2. Friends Camp is owned and operated by the New England Yearly Meeting, Religious Society of Friends (Quaker). The New England Yearly Meeting has oversight and fiscal responsibility of Friends Camp in these areas:

1. The sale and purchase of property.
2. The approval of all loans, lines of credit, and mortgages lasting more that twelve months or beyond the end of the fiscal year.
3. The hiring, probation, supervision and dismissal of the Camp Director.
4. The convening of an ad hoc Friends Camp Review Committee every five years that will focus on one or more queries, such as: What is the mission of Friends Camp? How are Quaker values integrated into the programs and schedule at Friends Camp? What is the financial health of Friends Camp? Are there any safety concerns at Friends Camp? What is the condition of the camp buildings and property? Is Friends Camp an ongoing and vital ministry of the Yearly Meeting? Or any other issues of interest or concern.
5. Ongoing financial oversight, with regular professional reviews every third year, or as needed.
6. An outside review every third year by the American Camp Association's accreditation system.
7. Implementing and maintaining a successful nomination structure for the Friends Camp Committee.
8. The indirect oversight of the Friends Camp annual program budget and capital budget that is reported with the New England Yearly Meeting budget to Sessions for approval.
9. The assumption of all payments and debts that cannot be paid out of Friends Camp budget or accounts.
10. The duties and responsibilities of the Friends Camp Committee that are outlined in this document, as well as the mission of Friends Camp, can be changed or modified only by the Permanent Board and/or by New England Yearly Meeting Sessions.

3. Friends Camp Committee

The Friends Camp Committee is part of the governing structure for Friends Camp with specific duties and responsibilities for oversight of the camp operation delegated to it by the Yearly Meeting. The Camp Committee is under the general oversight of the Permanent Board and the Yearly Meeting Secretary, which have responsibility for all property and programs of the Yearly Meeting.

The Friends Camp Committee will conduct business in the manner and practice of Friends. As guidelines for their process and their discernment of policy, the Friends Camp Committee will use the Faith and Practice of New England Yearly Meeting of Friends and the governance

publications of the Friends Council of Education. The Committee will follow policies set forth in the NEYM Personnel Policy Manual in matters not specifically delineated in this document. In any discrepancy between the two documents, the NEYM manual will prevail.

4. Nominating Process for the Friends Camp Committee

(This section was approved by Permanent Board on May 10, 2014.)

Friends Camp Committee members shall be nominated by the Friends Camp Nominating Committee, which shall consist of two persons appointed by the Clerk of the Friends Camp Committee and three persons appointed by the Internal Nominating Committee of the Yearly Meeting Permanent Board. Appointments to the Friends Camp Nominating Committee shall be for two years, with an option for reappointment.

When making appointments to the Friends Camp Committee, the Friends Camp Nominating Committee will seek members who have experience and skills in finance, development, property management, personnel, business/not-for-profit leadership, education, accounting, law, youth services, and Quaker service and process.

This committee will nominate members to the Friends Camp Committee annually before June 30th for a term that will start on the last day of New England Yearly Meeting Annual Sessions. These annual nominations will be announced in the advance documents for the Yearly Meeting Sessions and will be approved by the Permanent Board and Yearly Meeting Sessions in August.

The new Nominating Committee shall also work with the Camp Committee Clerk and the Camp Director to provide orientation and training for new and current committee members.

As needed, the Camp Director and/or the Yearly Meeting Secretary may serve as ex-officio members of the Friends Camp Nominating Committee. Any Friends Camp Committee member may resign at any time by giving written notice of resignation to the Clerk or to the Recording Clerk. The Recording Clerk will notify the full committee and the Friends Camp Nominating Committee.

5. Camp Committee Membership & Terms

The number of Friends Camp Committee members shall be at least seven and no more than fifteen. At least two-thirds of the members of the Friends Camp Committee shall be members or active attendees of a Friends Meeting in New England Yearly Meeting. Each Friends Camp Committee member shall serve for a term of three years and shall be able to serve for up to three terms, or up to nine years. The terms shall be organized into classes of up to five members, so that one-third of the Friends Camp Committee is appointed or reappointed each year. A Friends Camp Committee member who has missed three or more consecutive committee meetings may be asked by the Clerk to resign.

Friends Camp Committee member vacancies may be filled at any time by the Yearly Meeting Friends Camp Nominating Committee. Friends Camp Committee Members who are given a midyear appointment will be assigned by the Recording Clerk to one of the three classes and will serve their first Friends Camp Committee term for one, two, or three years, based on openings in one of the three classes. Midyear appointments will be presented to Permanent Board at its next scheduled meeting for approval.

6. The Governance Practices of the Friends Camp Committee

The key areas of responsibility for the Friends Camp Committee are twofold: firstly, supervision and evaluation of the Camp Director; secondly, ensuring that the duties and responsibilities outlined in the committee position descriptions and the committee descriptions are carried out effectively to promote the mission and objectives of Friends Camp. The Friends Camp Committee shall have the responsibility and authority to define the vision, values, and the short

and long term objectives of Friends Camp. It will be the responsibility of the Camp Director to define and implement the tasks and actions needed to accomplish the objectives that have been outlined by the Friends Camp Committee.

Furthermore, the Camp Committee will define clearly the scope of authority of the Camp Director, and it will define the limitations of what the director can and cannot do.

Meetings of the Friends Camp committee shall be held three or four times each year, at a reasonable time and place designated by the Clerk. As needed, the Clerk may designate additional meetings.

The Friends Camp Committee meeting held between August 15th and November 15th shall be designated as the Friends Camp Committee Annual Meeting. During the Annual Meeting the Executive Council, committee chairs, and committee memberships are defined and will be in place until the next Annual Meeting.

The members of the Friends Camp Committee shall receive ten days of advanced notice of all meetings. This notice may be given in writing, in person, by internet, by phone, or by any other effective method. A quorum for the Friends Camp Committee shall be 50 percent of the current active members. A quorum for any of the committee sub-committee meetings will be at least two participants.

Members shall be able to attend the Friends Camp Committee meetings and sub-committee meetings in three ways: face-to-face, telephone, or internet, so long as all of the members can be heard and can share ideas and opinions. Friends Camp Committee members participating by telephone or by internet will count as part of a quorum.

The Friends Camp Committee and Clerk may set up sub-committees and appoint additional non- committee members to sub-committees, as it is deemed necessary, to help fulfill the mission and objectives of Friends Camp.

All Camp Committee members will be expected to join at least one of the standing sub-committees and to attend virtually all the Friends Camp Committee meetings. In addition to the regular committee members, non-committee member volunteers may be asked join one of the five standing sub-committees. Members of these sub-committees who are not on the Friends Camp Committee will have the option to serve without terms or limits on the length of service.

7. Budget process

The Friends Camp fiscal year will start on October 1st and end on September 30th.

Each spring the Friends Camp Committee will approve an operating budget and a capital budget for the Fiscal Year that starts on October 1st. Prior to mid-March of each year, these budgets will be forwarded to the Yearly Meeting Finance Committee. The Yearly Meeting Finance Committee or a subcommittee of the Finance Committee will review the Friends Camp budgets to see if they are: balanced, conform to generally accepted accounting practices and reflect realistic and sound fiscal management. The Yearly Meeting Finance Committee will not approve or disapprove any individual line or item in these budgets. If the Finance Committee has concerns about the overall operating budget or about parts of the capital budget they can make suggestions to the Camp Committee prior to the Camp Committee meeting on the first Saturday of May. The Camp Committee will review these suggestions and will make any needed adjustments in the budgets prior to the May Permanent Board Meeting. The Friends Camp operating budget and the capital budget will be presented with the Yearly Meeting budget for approval at the New England Yearly Meeting of Friends Sessions in August.

The Camp Director in consultation with the Friends Camp Committee is empowered to make needed budgetary adjustments during the Fiscal Year as follows. Any budget line items that go over, or are projected to go over, the budgeted amount at the end of a fiscal year can be adjusted by the Camp Director and the Friends Camp Treasurer as long the total amount of the overage is no more than three percent (3%) of the total budgeted expenses for the fiscal year. The additional funds to cover such a budgetary overage would come from available Friends Camp unrestricted or temporarily restricted funds.

If at any time during the fiscal year, overall expenditures are, or are projected to be, more than three percent (3%) over the approved budgeted amount, the Camp Director and Friends Camp Treasurer will submit a updated draft budget to the Yearly Meeting Finance Committee and to Permanent Board for approval.

Friends Camp monthly income/expenses and the balance sheet are reviewed by the accounting firm and by the Friends Camp Treasurer each month. The Friends Camp Treasurer reports quarterly to the Camp Committee on the financial health of Friends Camp. These monthly and quarterly reports will be shared with the Clerk of Yearly Meeting Finance Committee, the Yearly Meeting Treasurer and the Yearly Meeting Secretary.

The annual financial statements will be distributed to the Friends Camp Committee, the Yearly Meeting Finance Committee, the Yearly Meeting Secretary, the Yearly Meeting Treasurer and Permanent Board. If needed the Yearly Meeting Finance Committee can request that the Camp Committee provide progress reports on any capital projects.

The Friends Camp Committee shall adopt, and from time-to-time review, the fiscal policies that govern internal controls and other significant aspects of a sound fiscal operation. The fiscal policies shall assure that Friends Camp will have sound financial controls that are appropriate under generally accepted accounting principles, including ongoing financial oversight, with regular professional reviews every third year or as needed. The overall budget of the New England Yearly Meeting will include the expenses related to any professional financial reviews.

The Friends Camp Director, following NEYM policy, may accept on behalf of the New England Yearly Meeting of Friends contributions, bequests, or legal devises and trusts that are earmarked as donations for the benefit of Friends Camp.

8. Professional Leadership

The Camp Director is responsible for administering the programs of Friends Camp. The Camp Director is accountable to the Friends Camp Committee and shall work closely with the Friends Camp Committee to fulfill its visions and objectives. The Camp Director, as authorized by the board's fiscal policy, shall sign checks and enter into agreements which are necessary to carry out the objectives of Friends Camp. The Camp Director may hire staff members as authorized in the annual budget. The Camp Director shall be an ex-officio member of the Friends Camp Committee and all of the sub-committees, except the Personnel Committee.

All seasonal and permanent staff shall be supervised by and accountable to the Camp Director. Seasonal hiring shall be conducted in full compliance with the New England Yearly Meeting policies. Friends Camp shall not hire any employees who are members of the immediate family (spouse, grandparent, parent, brother or sister, son or daughter) of the Camp Director or any Friends Camp Committee members, unless the members of Friends Camp Committee approve.

9. Hiring & Evaluating the Camp Director

When needed, the Friends Camp Committee Clerk, Clerk of YM Personnel Committee, and the Clerk of Permanent Board will appoint a hiring committee. (They will follow the guidelines of the Yearly Meeting Personnel Policies in bringing the name of a new Camp Director to New England Yearly Meeting Sessions for hiring.) In some situations, an acting or temporary Camp Director may be needed to manage Friends Camp because of sabbatical, illness or resignation. If a temporary Camp Director is needed for these reasons, the Camp Committee Clerk, Clerk of Permanent Board, and the Yearly Meeting Secretary will meet to appoint an acting Camp Director. The appointment of a temporary Camp Director will be confirmed or rejected by the Permanent Board at its next scheduled meeting.

If needed, and only in situations that are critical to the safety of campers, staff, and guests, a major financial concern and/or any serious issue concerning the overall reputation of Friends Camp or the New England Yearly Meeting of Friends *and with the advice and consent of the Coordinating and Advisory Committee**, **the Clerk of Permanent Board** or the Yearly Meeting Secretary can put on probation or dismiss the Camp Director.

* This requirement for consultation with C&A is not currently a part of the job description for the Clerk of PB. Do we want to remove it here or add it there?

An annual evaluation of the Camp Director shall be implemented and facilitated by the Friends Camp Personnel Committee as described below. The Camp Director is hired at the New England Yearly Meeting Sessions and, following a probationary period, works until resignation or termination.

10. Friends Camp Committee Executive Council

The Friends Camp Committee shall have a Clerk, a Recording Clerk, a Supervisor of the Director, Clerk of Buildings & Grounds and a Treasurer with the Camp Director serving ex-officio. These positions will make up the Executive Council. Any committee member may hold two or more of the committee positions, except the Clerk, who may not also be the Treasurer. The Executive Council can conduct business on the phone, on the internet, or face-to-face, if a majority of the members are able to participate in the meeting. As needed and between Friends Camp Committee Meetings, the Executive Council may set important and time-sensitive policies in the areas of personnel, safety and finance.

Friends Camp Governance Document Appendices 1-4

Appendix 1:

Relationship of Camp Director to the Yearly Meeting Secretary and to the Yearly Meeting:

- Attends most of the full day Yearly Meeting staff meetings;
- Reports to the YM Secretary, meeting two or more times per year, and as needed;
- Submits Annual Work Plan to the YM Secretary;
- Reports to Permanent Board annually;
- Reports to Yearly Meeting Sessions verbally and with a written report as part of the advance documents;
- Meets, as needed or when asked, with the Coordinating & Advisory, Finance, Development, Youth Programs, and Personnel committees of the New England Yearly Meeting of Friends.

Relationship of Yearly Meeting Secretary to the Camp Director and to the Camp Committee:

- The Yearly Meeting Secretary shall meet with the Camp Director two or more times per year, and as needed;
- The Yearly Meeting Secretary is an ex-officio member of the Friends Camp Committee and of the Friends Camp Nominating Committee and will attend meetings as needed and appropriate;
- The Yearly Meeting Secretary receives the minutes of the Friends Camp Committee and the Camp Director's quarterly and annual reports and the annual work plans.
- If needed, and only in situations that are critical to the safety of campers, staff, and guests, a major financial concern and/or any serious issue concerning the overall reputation of Friends Camp or the New England Yearly Meeting of Friends *and with the advice and consent of the Coordinating and Advisory Committee**, **the Clerk of Permanent Board or** the Yearly Meeting Secretary can put on probation or dismiss the Camp Director.
- As needed, he or she will serve as a member of the hiring team for a temporary Camp Director.

* This requirement for consultation with C&A is not currently a part of the job description for the Clerk of PB. Do we want to remove it here or add it there?

Appendix 2: Friends Camp Committee – Volunteer Portfolio Descriptions

The **Clerk** shall preside at all meetings of the Camp Committee and Executive Council. The Clerk shall request that committee members and others join one or more of the six standing and, if needed, any ad hoc committees. The Clerk also:

- Oversees the Friends Camp Committee and all of the sub-committees, except the Friends Camp Nominating Committee;
- Works in partnership with the Camp Director to make sure that the Friends Camp Committee minutes and resolutions are carried out;
- Ensures that "Friends" decision-making practices are used during the Camp Committee meetings;
- Calls special Friends Camp Committee and sub-committee meetings, as necessary;
- Ensures that each of the five sub-committees has a chair and that each sub-committee has an appropriate number of members to complete the work of the sub-committee;
- Assists the Camp Director in preparing notices and agendas for the Friends Camp Committee meetings;
- As needed, works with the Friends Camp Personnel Sub-Committee to coordinate Camp Director's annual performance evaluation;
- Periodically consults with Friends Camp Committee members on their roles and helps them assess their effectiveness and overall performance;
- Provides Leadership to define the purpose and the successful long-term objectives needed for the implementation Friends Camp's mission;
- As needed, works with the Clerk of NEYM Permanent Board and the Clerk of NEYM Personnel Committee to appoint a committee to recruit and make hiring recommendations for a new Camp Director;
- Serves as the Friends Camp Committee's liaison to the Permanent Board;
- Writes the Annual Report for the Yearly Meeting Sessions.;
- Supervises and supports the five sub-committee chairs and other key positions on the Friends Camp Committee;
- Designs and implements an every third year evaluation of the Friends Camp Committee with the help of an independent consultant;
- The Clerk shall perform all of the duties that are approved by the Friends Camp Committee.

The **Assistant Clerk** shall carry out the duties of the Clerk when the Clerk is absent or incapacitated. He or she shall have the same power and duties as the Clerk and shall perform all of the duties approved by the Friends Camp Committee. Some of these duties are: Carries out special assignments as requested by the Camp Committee Clerk; Understands the responsibilities of the Committee Clerk and is able to perform these duties in the Clerk's absence; as needed, Sets up Camp Committee meetings with internet, phone, and face-to-face options; Assists the Committee Clerk with the annual Camp Board evaluations; and Participates as a vital part of the Camp Committee leadership. The Assistant Clerk ordinarily will become the next Camp Committee Clerk.

The **Recording Clerk** shall, in general,

- Have charge of such books, documents, and papers as the Friends Camp Board may determine;
- Keep, or cause to be kept, a true and complete record of the meetings of the Friends Camp Committee;
- Give, or cause to be given, notice of all committee meetings;

- Keep, or cause to be kept, a record containing the names of all persons who are members of the Friends Camp Committee, showing their names, places of residence, and contact information.

Some additional duties may include:

- Attend the Camp Committee meetings and, if needed, finding a replacement Recording Clerk if unable to attend a meeting;
- Ensure the safety and accuracy of all Camp Committee records;
- Take the Camp Committee meeting minutes and shares these minutes with the Camp Committee, Yearly Meeting Coordinating and Advisory Committee, the Permanent Board Clerk, and others as needed (Every five years the Camp Committee minutes and other important documents that are no longer in current use will be transferred to the Yearly Meeting archives.);
- Keep a master minute book that is paper or online format and is updated and accurate;
- Send the minutes and other Friends Camp documents to the Yearly Meeting Archivist.

The **Treasurer** shall have responsibility for all of the Friends Camp funds and securities subject to minutes or directives from the Friends Camp Committee. The Treasurer shall keep, or cause to be kept, full and accurate accounts of receipts and disbursements and shall deposit, or cause to be deposited, all funds and other valuable effects in the name of and to the credit of the Friends Camp Committee in a depository or depositories designated by the Friends Camp Committee. The Treasurer shall give to the Clerk and/or the Friends Camp Committee, whenever they require it, an account of financial transactions and of the financial condition of Friends Camp and shall, in general, perform all other financial duties that are approved by the Friends Camp Committee. Some additional duties of the Treasurer include:

- Serve as the chair of the Finance and Development Sub-Committee;
- Work with the Camp Director to ensure that appropriate financial reports are made available to the Friends Camp Committee;
- Present the annual operational and capital budget to the Friends Camp Committee for approval;
- Review the accountant's audit reviews and answer questions about the audit review;
- Recruit non-Camp Committee members to join the Finance & Development Sub-Committee;
- Conduct a monthly review of the program budget, capital budget, and the balance sheet;
- Review and make regular financial reports to the appropriate Clerks and staff members of the New England Yearly Meeting;
- Serve as Camp Committee's liaison to the Yearly Meeting Finance Committee.

The **Supervisor of the Camp Director** will have regular supervision meetings with the Camp Director. He or she also:

- Collaborates with the Camp Director to create an annual evaluation instrument that elicits input from the Yearly Meeting Secretary and various constituencies such as camp staff, parents, other Committee members, etc.;
- Writes and/or reviews the expectations and the limitations of the Camp Director;
- Serves as a member of Friends Camp Committee Personnel Sub-Committee;
- Serves as Friends Camp Committee's liaison to the Yearly Meeting Personnel Committee and, if appointed, he or she can also serve as a member of the Yearly Meeting Personnel Committee.

The **Buildings & Grounds Committee Clerk** will have an understanding of state/local building and zoning codes and the American Camp Association standards. This position also:

- Will hold two or more Buildings & Grounds Sub-Committee meetings each year;

- Regularly communicate with the Camp Director and, when needed, the Maintenance Director;
- Recruit non-Camp Committee members to join the Buildings & Grounds Sub-Committee.

Appendix 3: Friends Camp Committee – Sub-Committees, Responsibilities and Tasks

Sub-Committee Clerks (Finance & Development, Personnel, Building & Grounds, Health & Safety and Program & Evaluation Committees):

- Convene between one and four sub-committee meetings per year and any additional meeting as needed;
- Set dates and locations for sub-committee meetings;
- Coordinate the use of internet, phone, and face-to-face options for all sub-committee meetings;
- Submit a written sub-committee report for each of the Friends Camp Committee meetings;
- Recruit non-Camp Board members to join the sub-committee;
- As needed, communicate with the Friends Camp Committee Clerk and the Camp Director.

Finance and Development Sub-Committee:

- Works with the Camp Director to help implement plans for the development of a financial foundation that will meet the program goals and the capital goals;
- Reports on the long-range financial plans for; staffing needs, programs development, new/replacement of buildings, and land acquisition.

Personnel Sub-Committee:

- Completes the annual evaluation of the Camp Director;
- Develops and reviews the personnel policies for the seasonal staff to conform to Quaker practices, governmental rules, and American Camp Association standards.

Building and Grounds Sub-Committee:

- Works with the Camp Director and the Maintenance Director to develop long-term and short-term property and equipment goals and objectives;
- Reviews and reports on the implementation of governmental rules and the American Camp Association standards for buildings and land management;
- Works with the Camp Director and the Treasurer to develop the annual operational budget, the capital budget, and the long-range capital projects list;
- Plans and organizes work projects in the spring and fall for volunteers and community organizations.

Health and Safety Sub-Committee:

- Reviews and reports on the governmental rules and American Camp Association standards for the health and safety of the campers, guests, and staff members;
- Prepares an annual health and safety risk report;
- Reviews the insurance needs of Friends Camp.

Program and Evaluation Sub-Committee

- Evaluates the Quaker practices and the ways youth can explore their faith at Friends Camp
- Reviews and reports on the evaluations from campers, parents, rental groups, and guests
- Reviews the American Camp Association (ACA) standards and reports on any feedback from the ACA standards visit
- Works with the Clerk on the development and maintenance of a committee procedures manual, on the training and development of committee members and on the annual evaluation of the Friends Camp Committee.

Appendix 4

Mission

The goal of Friends Camp is give youth and families a unique outdoor camp for spiritual, emotional, and creative growth. Friends Camp strives to be a caring and accepting community that embraces the faith and practices of Friends (Quakers) as one of many ways of helping youth discern a true and healthy path into adulthood with group worship, recreational activities, artistic pursuits and work projects.

Friends Camp Objectives

- To live the Quaker values which include **S**implicity, **P**eace, **I**ntegrity, **C**ommunity, **E**quality and **S**ustainability.
- To create an atmosphere of love and acceptance where special friendships can develop in a natural environment.
- To develop a Quaker community of counselors and campers who see the Light of God in everyone.
- To offer interesting, creative, non-competitive, competitive, and fun activities that help young people grow into healthy and responsible adults.
- To promote sustainable environmental practices.
- To expand socio-economic and racial diversity by providing affordable tuition and camperships.

Revised purposes and procedures for Friends Camp Committee

Revision 8/5/2014, Approved at Sessions 2014

Introduction

The closing and sale of Friends Home raised significant concerns about Yearly Meeting's oversight of programs under its care. At the prompting of our current Friends Camp Director, Nat Shed, and with his full support and participation, Permanent Board established an ad-hoc Committee on Friends Camp Governance. Working from an understanding that Friends Camp continues to be a vital ministry of the Yearly Meeting, the ad-hoc committee sought to clarify and strengthen the relationship of Yearly Meeting and Friends Camp. This revised Purpose and Procedures for Friends Camp Committee is the result of that work. A more detailed document, the beginnings of an Operations Manual for the Camp Committee, that outlines more fully committee responsibilities and structures was also developed and is available on the NEYM website.

Purpose

The Friends Camp Committee ensures that the mission of Friends Camp is fulfilled and acts on behalf of New England Yearly Meeting to ensure that these areas of oversight and fiscal responsibility are attended to properly. The Friends Camp Committee is part of the governing structure for Friends Camp with specific duties and responsibilities for oversight of the camp operation delegated to it by the Yearly Meeting. The Camp Committee is under the general oversight of the Permanent Board and the Yearly Meeting Secretary, which have responsibility for all property and programs of the Yearly Meeting.

In recognition of the Camp's unique place in the Yearly Meeting organization, the areas of responsibility are delineated:

1. Initiation of the sale and purchase of property will be by the Committee. Final authorization will be by Permanent Board.
2. The hiring, probation and dismissal of the Camp Director is the responsibility of Sessions or its designated representative. The Camp Director reports to the Yearly Meeting Secretary but regular supervision and evaluation of the Director is the responsibility of the Friends Camp Committee.
3. Permanent Board will implement and maintain a successful nomination structure for the Friends Camp Committee.
4. NEYM finance committee will provide ongoing financial oversight, with regular professional reviews every third year, or more often as needed.
5. Approval of all loans, lines of credit, and mortgages lasting more than twelve months or beyond the end of the fiscal year will rest with Permanent Board.
6. All payments and debts that cannot be paid out of Friends Camp accounts will be appropriately assumed by the NEYM general operating accounts.
7. The Committee will define and implement the vision and short- and long-term objectives to fulfill the mission of Friends Camp as determined by NEYM at sessions.
8. The Committee will arrange for outside review every third year by the American Camp Association's accreditation system, the cost to be included in the NEYM operating budget.

9. The Committee will coordinate with Permanent Board to convene an ad hoc Friends Camp Review Committee every five years that will focus on one or more queries, such as: What is the mission of Friends Camp? How are Quaker values integrated into the programs and schedule at Friends Camp? What is the financial health of Friends Camp? What is the condition of the physical plant at Friends Camp? Is this work an ongoing and vital ministry of the Yearly Meeting? Or any other issues of interest or concern.

Procedures

Friends Camp Committee members shall be appointed by the Friends Camp Nominating Committee, which shall consist of two persons appointed by the Clerk of the Friends Camp Committee and three persons appointed by the Internal Nominating Committee of the Yearly Meeting Permanent Board. Appointments to the Friends Camp Nominating Committee shall be for two years, with an option for reappointment.

When making appointments to the Friends Camp Committee, the Nominating Committee for Friends Camp will seek members who have experience and skills in finance, development, property management, personnel, business/not-for-profit leadership, education, accounting, law, youth services, and Quaker service and process.

The number of Friends Camp Committee members shall be at least seven and no more than fifteen. At least two-thirds of whom shall be members or active attenders of a Friends Meeting in New England. Meetings of the Committee shall be held three or four times each year after the manner of Friends.

The Friends Camp Committee meeting held between August 15th and November 15th shall be designated as the Friends Camp Committee Annual Meeting.

The original Operating Manual for the Friends Camp Committee shall be approved by Permanent Board. This operating manual will then be maintained by the committee and revised with 2/3 committee members present at a meeting; there must be at least 2 weeks notice of suggested changes. Any changes in the Manual shall be reported to the Permanent Board.

The “‘Final’ Friends Camp Governance Report, revised, May 2015” of the Ad-Hoc Committee on Good Governance of Friends Camp was presented to Permanent Board at their November 2015 meeting. While members of the Board expressed appreciation for the work done, they recommended several changes. First, the Board wanted clearer language about the relationship between the Camp and the larger body. This included specifying explicitly that the Camp Director reports to the YM Secretary. A part of this would be clarifying who, under what circumstances and in consultation with whom, has the authority to fire the Camp Director. It turns out that currently the Clerk of Permanent Board has that authority without requirement for consultation.

Other issues raised had to do with making sure child safety/community safety policies aligned with NEYM personnel policy and finalizing dates for presenting the Camp budget to the NEYM Finance Committee. The NEYM community/child safety policy is not yet completed. I think it is reasonable to expect its drafting will take into account the experience, issues and needs of Friends Camp and that final versions will align.

The changes are delineated below and in the accompanying “Final” Friends Camp governance Report, rev 3, February 2016. These changes are based on input at the Permanent Board meeting, on language forwarded from the Personnel Committee and on written suggestions from the YM Treasurer, Shearman Taber.

1. Sections are numbered to make navigating the document easier.
2. Current #1 was #2 and has been modified. Sentence beginning “Friends Camp is owned...” is moved to header of current Section 2. Last sentence deleted.
3. Current Section 2, header modified (see above)
4. Section 2, #3 – “supervision” added
5. Section 3 – First sentence language suggested by Personnel. Last sentence clarifies that Faith and Practice offers “guidelines” but the Personnel policy is to be followed.
6. Section 4 – Second paragraph, changed for consistency.
Last paragraph, a recommended clarification.
7. Section 5 – Last paragraph, clarification on filling vacancies.

8. Section 7 – The Camp budget will come to Finance Committee by mid-March. The change at the end of the 2nd paragraph clarifies that the FC budget will be presented for approval but that the exact way it will be presented is not yet determined. It will probably not be included in or presented as “part of” the larger NEYM budget, e.g. with one bottom line.
9. Section 9 – Clarifies authority for hiring and firing. Whether or not to include Coordinating and Advisory in the termination process will need to be determined by Permanent Board.
10. Section 10 – This is a consolidation of two overlapping sections. No content was deleted
11. Appendix 1 – First section, point 2, specifies reporting role
Second section, point 4, see #9 above
12. Appendix 2 – First section, point 10, aligns this with the process specified in Section 9 above.
Fifth section, 'Supervisor of the Camp Director', adds YM Secretary to the process
13. Purpose and Procedures – This is not ours to change, but the changes here mirror those in the rest of the document and serve to clarify the relationship of Friends Camp with the larger body.

NEYM PERSONNEL POLICY MANUAL

Submitted for Review by Permanent Board 2/20/16

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I. INTRODUCTION

New England Yearly Meeting of Friends (NEYM), a faith community of Quarterly Meetings and Monthly Meetings in six New England States committed to following the promptings of the Holy Spirit, employs a number of staff to support our work. This personnel manual provides guidelines and expectations for the working relationship between paid staff and their supervisors to guide them in their work for NEYM.

More important than the specific arrangements outlined below, which may change as needed, is our degree of caring for each other, our willingness to work in harmony with one another, and our ability to be open to the leadings of the Holy Spirit.

We sincerely desire that work for the Yearly Meeting, whether voluntary or paid, arises from prayerful attention to God's leadings. In the structure and policies of NEYM, we seek to provide fair working conditions that support paid employees in doing their best work. Together, both employees and Personnel Committee members have an opportunity to further God's work in the world through their service to NEYM.

II. EMPLOYEE OVERSIGHT AND NURTURE

NEYM has given the Permanent Board responsibility for employee oversight and nurture. The Permanent Board delegates to the Personnel Committee the fulfillment of that responsibility including making recommendations for personnel policy. As part of that responsibility, the Personnel Committee works together with the Yearly Meeting Secretary (YM Secretary), Finance Committee, Coordinating and Advisory Committee (C&A) and other committees with designated concerns for the work of the employees. As members of a community of faith, the Personnel Committee and the staff strive to draw out and hold accountable the right exercise of God's gifts in each employee as it pertains to his or her job in the Yearly Meeting and to his or her professional, personal, and spiritual growth.

The Yearly Meeting conducts business as an operating division based out of its office in Worcester, Massachusetts, and Friends Camp, a residential camp facility in China, Maine. For the sake of clarity within this document, the Yearly Meeting considers the Camp to be a wholly owned division under the oversight of the Permanent Board and the YM Secretary. Due to the distance and the complexity of camp operations, the management of the Camp is the responsibility of the Friends Camp Director, with oversight delegated to the Camp Committee, separately appointed by the Yearly Meeting.

A. EMPLOYEE STATUS DEFINITIONS

1. MANAGERIAL-LEVEL STAFF

New England Yearly Meeting currently has two staff positions hired by Yearly Meeting Sessions: the YM Secretary and the Friends Camp Director. These employees are hired by the Yearly Meeting in Session, upon recommendation of the Permanent Board. Their work is outlined in job descriptions, which are attached to this manual and approved by the Permanent Board. These two full-time staff positions have responsibility for supervising other staff members and are referred to as "managerial-level staff" within this document.

The YM Secretary is supervised by the Coordinating and Advisory Committee, which

delegates day-to-day supervision to the Supervisor of the YM Secretary. The job description for the YM Secretary is developed by the Personnel Committee and approved by Permanent Board.

The Friends Camp Director is supervised by a qualified Friend appointed by the Friends Camp Committee. The job description for the Camp Director is developed by the Camp Committee, reviewed and modified as needed by the Personnel Committee, and approved by Permanent Board.

2. NEYM ADMINISTRATIVE AND PROGRAM STAFF

Administrative and Program Staff are hired to meet specific needs of the Yearly Meeting and work under the direct supervision of the YM Secretary. Each staff member's work is outlined in a job description reviewed on a regular basis and, if modified, submitted to the Personnel Committee for approval. Pay rate and any possible benefits will be set by the supervisor within the policy and budgetary constraints of the Yearly Meeting. Any changes of salary or benefits will be communicated in a letter that will be kept in the employee's personnel file at the NEYM office.

a. Regular and Temporary Definitions

Regular employees are employed in an ongoing arrangement, under the terms of an appointment letter. All other employees are considered Temporary. Temporary employees generally work for a specified period, usually on a short term basis.

b. Full and Part-time Definitions

Full Time employees are generally expected to work an average 40 hours per week. All other employees are considered Part-time.

c. Benefits Eligibility

In general, Regular Full-time employees are salaried (Fair Labor Standards Act exempt) and receive full benefits as defined below. All other employees may be subject to limitation on benefits. Eligibility is described below in the section on benefits definitions, and ultimately determined in each case by the terms of the initial appointment or subsequent salary and benefits letter.

B. INDIVIDUALS NOT HOLDING EMPLOYEE STATUS

1. CONTRACTORS

Contractors are individuals or firms performing specific work for the Yearly Meeting and are hired by the YM Secretary. Contractors are not employees of the Yearly Meeting. In each instance, it is the YM Secretary who will determine in writing the scope of work to be performed, estimated time required for completion, associated fees, specific deliverables, and when the agreed work has been performed satisfactorily so that payment can be made. The Treasurer will inform the Personnel Committee of work done on a fee basis for the Yearly Meeting by giving the Committee an annual summary of all IRS Form 1099s issued.

2. VOLUNTEERS

Individuals may enter an arrangement of service to the Yearly Meeting whereby they receive some modest compensation — for example, stipends, honoraria, waived registration fees, or room and board at Yearly Meeting events. These individuals are not employees of the Yearly

Meeting and are not eligible for benefits. The Treasurer will provide the Personnel Committee with an annual report, at the end of each fiscal year, of individuals who received such compensation during the year, and the type and amounts.

3. FRIENDS CAMP STAFF

Under our current configuration, the Friends Camp in China, Maine is operated as a separate enterprise, with its own personnel policy and operating policies. With the exception of the Camp Director, the staff of Friends Camp are covered under a separate personnel policy approved by the Camp Committee and guided by the NEYM Personnel Manual.

C. PERSONNEL COMMITTEE

1. STRUCTURE AND REPORTING

The Personnel Committee has six to nine members who serve staggered three-year terms. The Personnel Committee chooses a clerk from among its members.

The Permanent Board appoints the Personnel Committee on the recommendation of its Internal Nominating Committee. In making appointments to the Personnel Committee, the Permanent Board considers interest and experience in personnel matters and experience in other parts of Yearly Meeting, such as Permanent Board, Coordinating and Advisory Committee, and other committees having contact with Yearly Meeting employees. In addition, the Clerk of Permanent Board, the YM Secretary, the Supervisor of the YM Secretary, and the Yearly Meeting Treasurer serve as *ex officio* members of the Personnel Committee, and the Clerk of the Personnel Committee serves as an *ex officio* member of the Permanent Board.

The Personnel Committee reports to Permanent Board. The Personnel Committee recommends new personnel policies and any changes to current personnel policy for approval by Permanent Board. The YM Secretary is responsible for administering the Personnel Policies. The authority of the Personnel Committee is limited to that granted to it by the Permanent Board, including but not limited to that stated in the Personnel Policy Manual.

2. RESPONSIBILITIES

The Personnel Committee develops policy governing employment of the paid staff of NEYM. It advises the YM Secretary and assists the YM Secretary in responding to concerns of employees. When necessary, it hears grievances from staff and assists with conflict resolution.

The Personnel Committee:

- a. reviews on a regular basis personnel practices, policies, and staffing structure; develops personnel policies for approval by Permanent Board; and documents them and maintains them as a manual;
- b. receives and reviews the job description for the YM Secretary, developed by C&A, and forwards to Permanent Board for approval;
- c. reviews and approves job descriptions for program and administrative Yearly Meeting staff;
- d. reviews, and forwards to Permanent Board for approval, the job description for Camp Director developed by the Camp Committee;
- e. makes recommendations on salary ranges, benefits, benefits policy, and other compensation for all staff;

- f. acts to resolve differences, or facilitate the relationship between the YM Secretary, supervisors and employees, either upon its own initiative or upon request;
- g. receives and reviews reports on personnel matters from the YM Secretary, including performance appraisals and recommended changes in job descriptions;
- h. ensures that an annual performance appraisal for all Regular staff takes place; and
- i. annually receives the performance appraisals from C&A for the YM Secretary and from the Camp Committee for the Camp Director.

D. STAFF SUPERVISION

1. YM SECRETARY

The YM Secretary will be supervised by a qualified Friend appointed by Permanent Board through its Internal Nominating Committee process for a renewable three-year term. We expect the Supervisor to the YM Secretary will have significant experience and a level of skill as a supervisor to leadership, as well as strong connections to the Yearly Meeting. The Supervisor will serve as a full member of both C&A and the Personnel Committees and will thereby serve as a liaison between these two committees. The YM Secretary will participate in an annual performance appraisal by C&A.

2. FRIENDS CAMP DIRECTOR

The Camp Director will be supervised by the Camp Director Supervisor. This person is appointed by the Friends Camp Committee and will be a member of the Camp Committee. The Supervisor will have regular supervision meetings with the Camp Director. He/she will also direct the Camp Director's annual performance appraisal process.

3. ADMINISTRATIVE AND PROGRAM STAFF

All Administrative and Program staff members shall be supervised by the YM Secretary. For each Administrative and Program staff member, the YM Secretary will:

- a. review and update the job description for Personnel Committee's approval;
- b. generate and sign an initial appointment letter with the employee (Appendix A);
- c. interpret Yearly Meeting policy to the employee;
- d. develop a work plan and annual goals with the employee;
- e. meet regularly with the employee;
- f. conduct performance appraisals;
- g. advise Personnel Committee on fair compensation for the employee;
- h. authorize reimbursement of expenses;
- i. pre-authorize substantial work-related travel and conference attendance or other significant work-related expenses; and
- j. plan for/ ensure provision for relevant and ongoing professional development.

III. SEARCH PROCESS, EMPLOYMENT, AND TERMS OF EMPLOYMENT

A. RECRUITMENT, APPOINTMENT AND REAPPOINTMENT

1. APPOINTING AUTHORITY AND CONFIRMATION

NEYM appoints the YM Secretary and the Camp Director upon recommendation of the Permanent Board. If necessary, the Permanent Board has authority to appoint these positions between Yearly Meeting Sessions. Other staff positions budgeted by the Yearly Meeting will be hired by the YM Secretary in consultation with the Personnel Committee and with input from relevant committees.

2. NON-DISCRIMINATION

NEYM will not discriminate in appointment of employees on the basis of race, ethnicity, age, gender, sexual orientation, gender identity, disability, national origin or religion; however, all other qualifications being reasonably equal, preference may always be given to members of the Religious Society of Friends.

3. BASIS OF CONSIDERATION

The initial consideration of applicants will be based on a letter of interest and current resume demonstrating qualifications that fulfill the written job description.

4. ANNOUNCEMENT OF POSITION AVAILABILITY

All current employees will be notified of any vacant position by formal or informal announcement and advertisement.

5. SEARCH PROCESS

A. When the YM Secretary or Camp Director position becomes vacant, or is expected to become vacant soon, the Permanent Board shall appoint a Search Committee of not fewer than 5 nor more than 7 members, including at least one member of the Personnel Committee. This latter person shall take responsibility for insuring good search process and communication with candidates (see Appendix – Search Procedures).

In the case of the YM Secretary, C&A should consider whether the appointment of an interim Secretary would be the more worthy option. If in agreement to move forward with a permanent appointment, C&A shall recommend the members of the search committee for approval by the Permanent Board. Efforts should be made to select a group that reflects the diversity of NEYM and includes members with significant experience relevant to a search for executive leadership. The Search Committee shall bring a recommendation on a single candidate. The Permanent Board shall, in turn, recommend a candidate to Yearly Meeting in its annual Sessions.

In the case of the Camp Director, the Friends Camp Committee Clerk will also be involved in appointing the Search Committee. One member of the committee should have professional experience in the hiring process. This person shall take responsibility for insuring good search process and communication with candidates (see Appendix – Search Procedures).

In some cases an acting Camp Director may be needed to manage Friends Camp because of sabbatical, illness, or termination. In such a case the Camp Committee Clerk, the Clerk of Permanent Board, and the YM Secretary will meet to select an acting Camp Director until a permanent Camp Director is hired and approved. The appointment of an acting Camp Director will be approved by the Permanent Board.

B. For filling an Administrative and Program staff vacancy the YM Secretary will conduct a search and administer the hiring process, in consultation with the Personnel Committee and

with the input of relevant staff and committees, with the goal of finding the best candidate for the position in a timely manner.

6. APPOINTMENT LETTER

Upon notification of an appointment:

The Personnel Committee Clerk will prepare an Appointment Letter for the YM Secretary (see sample in Appendix A). The Clerk of the Permanent Board and the YM Secretary will sign the Appointment Letter.

The Personnel Committee Clerk will prepare an Appointment Letter for the Camp Director (see sample in Appendix A). The Clerk of the Camp Committee, the Clerk of Permanent Board and the Camp Director will sign the Camp Director Appointment Letter.

The originals of these documents and the Employee Information Forms (see Appendix B) are filed in the employee's permanent personnel file, with copies provided to the Clerk of Permanent Board and the Treasurer. The YM Secretary shall ensure these documents are distributed and filed.

Administrative and Program staff who are Regular employees will receive an appointment letter prepared by the YM Secretary. The appointment letter will include the initial rate of pay and will enumerate any benefits that are available to the staff member. A copy of this letter will be filed in the employee's personnel file by the YM Secretary.

All NEYM staff will receive a letter at the beginning of each fiscal year detailing any changes in salary or benefits.

Temporary employees will receive a letter of employment that lists projects, rate of pay and the timeframe of their hire.

Contractors will receive a Statement of Work that describes the work they are accountable for, their rate of pay, as well as appropriate milestones and deliverables and estimated completion date.

7. ORIENTATION FOLLOWING APPOINTMENT

Following appointment, new employees shall be given orientation to the Yearly Meeting, its personnel practices, and their own working arrangements. The YM Secretary, or designee in the YM Secretary's absence, shall at the earliest convenient time: provide a copy of this Manual; assist the new employee in filling out the Employee Information Record and government forms consistent with Yearly Meeting policies (see Appendix Minutes Regarding Staff); assist in processing of required forms for salary withholding and benefit choices and registrations; and provide a briefing on office space, facilities, procedures, and work hours. All regular employees will be given a copy of the current edition of "Faith and Practice of New England Yearly Meeting" and are expected to familiarize themselves thoroughly with the beliefs, testimonies, and practices expressed therein.

B. JOB DESCRIPTIONS

There shall be written job descriptions for all employees. Current job descriptions for all staff are attached to this manual.

The Personnel Committee shall periodically, but no less than every three years, review and revise job descriptions. Substantial revisions to YM Secretary and Camp Director job descriptions must be submitted to Permanent Board for approval.

Job descriptions for NEYM Administrative and Program Staff will be written by the YM Secretary in consultation with the Personnel Committee and will be approved by the Personnel Committee. Final versions are filed in the personnel file of the employee.

C. WORK HOURS

1. FULL-TIME AND PART-TIME EMPLOYEES

A Regular Full-time employee is defined as one who works an average of 40 hours a week for 52 weeks a year allowing for specified vacation time, holiday time and leave time. Regular Part-time employees work some fraction of a 40-hour week for 52 weeks during the year. Temporary employees may work up to 40 hours per week but generally on a short-term basis.

2. OVERLOADS

The workload in NEYM is unevenly distributed throughout the year. If an overload condition persists, the situation should be discussed with the supervisor. If the problem continues, the supervisor shall report the situation to the Personnel Committee and alternative methods for addressing the overload will be developed. Recurrent periods of persistent overload indicate that the job description needs to be revised or that there is a mismatch between the employee's abilities and the demands of the job.

3. SESSIONS ATTENDANCE, WEEKEND WORK

Attendance at Yearly Meeting Sessions is mandatory for regular full-time staff members. (Usually the Camp Director's attendance is limited.) Attendance at committee meetings is expected if scheduled in the employee's work plan. Much of the workload of some positions falls on weekends; however, no employee should work more than three weekends a month, especially if travel is involved. Any absence not related to work should be cleared in advance with the supervisor.

4. COMPENSATORY TIME

When the necessities of work require more than 40 work hours in any one week, compensatory time off shall be taken as soon as feasible by an exempt employee to provide rest and relief. Compensatory time shall not be saved and added to future vacations or sabbaticals. Compensatory time may not be carried over beyond two weeks of its accrual.

5. OFFICE HOURS AND TELEPHONE AVAILABILITY

Office hours and telephone availability will be established on an individual basis and approved by the supervisor. Each employee's office hours and availability shall be conveyed to all major constituencies. Due to the nature of the work and the regional nature of the Yearly Meeting, many employees will work substantially away from the YM office. We must ensure that this is a satisfactory arrangement for both the employee and the Yearly Meeting.

6. NON-EXEMPT EMPLOYEES (FAIR LABOR STANDARDS ACT CLASSIFICATIONS.)

Employees who are not salaried will be paid time-and-a-half for any hours worked beyond 40

hours in any week.

D. PERFORMANCE APPRAISALS

Annually, the job performance of Regular Full-time and Regular Part-time employees shall be appraised. The YM Secretary (and the C&A Committee in the case of the review of the YM Secretary; the Camp Committee in the case of the Camp Director) oversees the specific calendar of events, taking into account the work plan of the individual employee. (See Procedures section for additional information.)

1. PHASE ONE

Early in the employment year each employee and his/her supervisor will jointly establish a work plan for the year, including priorities and performance objectives. Through the employment year, the supervisor compares implementation of the plan and the attainment of the priorities and objectives with the written activity reports provided by the employee, offering appropriate support, guidance, and coaching as needed.

2. PHASE TWO

The performance review appraisal of the YM Secretary and the Camp Director must be completed prior to Sessions; appraisals of all other employees may be completed between the end of Sessions and the conclusion of the fiscal year. The job performance of the employee is appraised in the Light, and the sense found in this meeting is minuted and sent to the Personnel Committee. In the case of the YM Secretary the letter originates from the C&A Committee and in the case of the Camp Director, the Friends Camp Committee. This confidential letter constitutes the formal Performance Appraisal, which is part of the employee's permanent file. Should the staff member be unable to unite with the sense of the appraisal, he or she may write a second letter that will be attached to the Performance Appraisal.

Administrative and Program-level staff who are Regular Full-time or Regular Part-time will receive an evaluation from their supervisor on an annual basis, generally during the late spring or summer. The process will include a self-evaluation, a meeting with the supervisor, and a written report that will be forwarded to the Personnel Committee and then filed in the staff member's personnel file. If there is a major discrepancy between the self-evaluation and the Supervisor's findings, the staff member may send a statement to the Clerk of the Personnel Committee who will attempt to resolve outstanding issues.

E. TERMINATION OF EMPLOYMENT

Termination of employment may be through an employee's resignation, by dismissal for cause, or due to the elimination of the position. Upon termination, employees shall be responsible for the dispensation of any retirement assets they have accrued during their term of employment.

1. RESIGNATION

An employee is free to resign during an appointment period; it is hoped that due consideration of the needs of the Yearly Meeting will be taken into account. A minimum of 30 days' notice is expected. When possible, the timing of termination should be planned by the employee and the supervisor. Notice of resignation should be given in writing to the YM Secretary. The YM Secretary will in turn inform the clerks of Permanent Board and Personnel Committee as soon

as possible. Any resigning employee shall receive payment for any accumulated vacation time.

2. DISMISSAL

Dismissal shall be for unprofessional, negligent or inappropriate behavior, or when, in the judgment of the supervisor, or the Permanent Board Clerk in the case of managerial-level staff, the staff member is persistently found not to be adequately meeting the requirements of the job description. Supervisors will consult with the clerk of Personnel Committee prior to communicating any intention of dismissal to the employee. The reasons for any dismissal shall be provided in writing. Notice of dismissal shall be in the form of a letter from the supervisor to the employee, with a copy to the clerk of the Personnel Committee, stating the reasons for action. Any dismissed employee shall receive payment for any accumulated vacation time.

A staff member may appeal a dismissal. In the case of an Administrative and Program-level staff member, written appeal should be sent to the Clerk of the Personnel Committee, who will discuss any action with the Committee after investigating the situation. In the case of a Managerial-level staff member, written appeal should be sent to the Clerk of Personnel Committee and the Clerk of Permanent Board.

3. ELIMINATION OF POSITION

The Yearly Meeting may eliminate a position due to changes in the NEYM budget or the restructuring of staff positions. In this case, the employee holding that position will be laid off. In the case of a layoff, the employee shall receive at least one month's notice. Employees being laid off shall receive payment for any accumulated vacation time.

4. MID-YEAR CHANGE IN STAFFING

In the event of mid-year changes in staffing caused by the resignation or dismissal of an employee, the supervisor may rehire to fill the vacancy within the limits of funds remaining in the fiscal year budget. However; a new structure or a different way to get the work done may be envisioned by the supervisor, in which case there should be consultations with the Personnel Committee clerk. Transfers of allocations between Yearly Meeting budget lines to accommodate mid-year changes in staffing shall be jointly approved by the Personnel Committee clerk, Finance Committee clerk and the clerk of Permanent Board and will be reported to Permanent Board. Any increase in funding level must be approved according to Yearly Meeting procedures.

F. CONFLICT RESOLUTION

Differences that persist between employees shall first be addressed with their direct supervisors, and subsequently by the YM Secretary. If the conflict cannot be resolved by these steps, the employee may request a review by the Personnel Committee.

G. RECORDS AND PERMANENT FILES

Each supervisor is responsible for maintaining appropriate records on an employee's work history and evaluations as well as records of vacation time accrued and used.

Employees are encouraged to keep daily records of their work, principally for their own use. Such daily records can be used in preparation of regular written staff reports, which shall be filed with

the employee's permanent records.

All employees' permanent personnel files shall be maintained at the Yearly Meeting Office. Administration of the files is the responsibility of YM Secretary. Elements of the file include an employee's application for employment, employee information form, approved job description, benefit election forms, regular written staff reports, records of vacation time accrued and used, annual reviews, employment letters and other materials or correspondence pertinent to an employee's record of employment. All materials in the personnel file will be signed and dated by the employee. The employee will be notified by the YM Secretary whenever any new document will be added to that employee's personnel file.

IV. COMPENSATION

A. SALARY RANGE

The Yearly Meeting desires to pay salaries commensurate with job responsibilities, experience and performance. The Personnel Committee establishes a salary range for Managerial-level staff positions in consultation with the Permanent Board and the Finance Committee. The range is reviewed each year and salaries are adjusted by the amount of any cost of living adjustments (COLA).

Salaries and wages for Administrative and Program staff will be based on recommendations of the YM Secretary made to the Personnel Committee, and by that Committee's work on the "NEYM Staff" section of the Yearly Meeting budget in consultation with the Finance Committee.

B. COST OF LIVING ADJUSTMENT

The Yearly Meeting strives to provide annual cost-of-living adjustments (COLA) to the salaries paid to its employees. The COLA is based on the Consumer Price Index – All Urban Consumers (CPI-U) for the Boston area as published by the U.S. Bureau of Labor Statistics. January to January figures are used to determine the percentage increase.

C. MERIT INCREASES

Salary merit increases will also be considered by the Personnel Committee on an annual basis. The factors influencing merit increase recommendations are performance appraisals, experience, and the resources of the Yearly Meeting.

D. COMPENSATION PROCEDURES

1. NEW HIRE: MANAGERIAL-LEVEL

The Search Committee informs candidates of the pay range in the search process. The salary is negotiated between the clerk of Permanent Board and the approved candidate within the established range and is reported to and approved by Permanent Board.

2. NEW HIRE: ADMINISTRATIVE AND PROGRAM-LEVEL

The supervisor sets the starting pay within the budgeted amount.

3. CONTINUING STAFF

Salary and benefits are established as part of the Yearly Meeting's budget process. Thus, adjusting salary and benefits is an annual process that begins in the early winter. In January or early February, staff members are invited to meet with their supervisor regarding salary and benefit issues. Supervisors are in turn invited to correspond or meet with the Personnel Committee regarding the salary and benefits issues of their employees. Personnel Committee forwards its recommendations regarding overall percentage increases for cost of living adjustments and merit raises to the Staff, Finance Committee, and Permanent Board in time for consideration at Finance Committee's mid-winter meeting. There will be further consultation between the Personnel and Finance Committees prior to Finance Committee's presentation of the entire budget to Permanent Board in the spring. Final approval of compensation, benefits, and expense budgets rests with the Yearly Meeting.

E. PAYDAY

Salaries are paid on a monthly basis, generally on the 15th day of the month. Employees who are not salaried are paid on a bi-weekly basis following procedures set by the Treasurer.

F. PAYROLL DEDUCTIONS

All payments are made subject to deduction of appropriate withholdings in accordance with prevailing U.S. and state regulations, including Social Security and Medicare; however, the Yearly Meeting will not withhold Social Security or Medicare tax for employees who are classified as ministers.

V. REGULATED OR DEFINED BENEFITS

A. EMPLOYER'S COSTS

1. SOCIAL SECURITY AND MEDICARE

The Yearly Meeting will pay the employer's share of Social Security and Medicare taxes for all employees. Employees considered ministers by the Yearly Meeting are classified, for tax purposes, as independent contractors according to IRS regulations. Therefore, the Yearly Meeting does not contribute Social Security or Medicare (FICA) taxes in this instance.

2. WORKER'S COMPENSATION

The Yearly Meeting shall provide worker's compensation insurance, as required by state law.

3. UNEMPLOYMENT COMPENSATION

Given its status as a church, NEYM is not legally required to pay unemployment insurance. The Yearly Meeting has elected not to do so and employees are not eligible to collect it.

B. DEFINED EMPLOYEE BENEFITS

1. HEALTH INSURANCE

Regular employees shall have access to reliable health insurance while serving as employees of the Yearly Meeting. New England Yearly Meeting is a participant with other Friends organizations in the Friends Mutual Health Group (FMHG) administered by Everance. Employees are eligible to participate in this group coverage; those not already covered by

medical insurance from another source are expected to elect this or other acceptable coverage. An employee who has adequate medical coverage from another source (such as a spouse's employment) may state in writing that coverage from NEYM is not desired and will not receive this benefit. If an employee elects to receive coverage from NEYM, the benefit will cover a percentage of the individual, dual, or family plan premium as negotiated with FMHG. Regular Part-Time employees who work at least 30 hours per week shall have access to a pro-rated health insurance benefit.

2. RETIREMENT

NEYM provides an employer retirement plan for each Regular employee who works at least 20 hours per week. The employer contribution is 10% of the employee's salary. In addition, any employee may contribute monies into a supplemental retirement account so long as the annual contribution is at least \$200. For details, please refer to documents defining the NEYM Retirement Plan held by the Treasurer.

3. HEALTH CARE AND DEPENDENT CARE REIMBURSEMENT

A Regular employee who works at least 17 ½ hours per week may elect a reduction in his or her cash compensation in order to obtain pre-tax reimbursement for medical, dental and dependent care expenses. An employee is eligible for this benefit after six months of employment. See the booklet entitled "New England Yearly Meeting Section 125 Documents," published separately, for details of this plan.

4. DISABILITY INSURANCE

NEYM provides disability insurance for all employees who work 30 or more hours per week and are younger than 64 years and 8 months. New employees are eligible immediately, but there is a two-year pre-existing condition exclusion. Information regarding current disability insurance benefits is available from the YM Secretary.

VI. GENERAL EMPLOYEE BENEFITS

A. VACATIONS

Regular Full-time employees are eligible for fifteen days paid vacation per year. The vacation schedule is to be worked out in consultation with the supervisor, and then reported to anyone who might be affected. Although vacation time is generally to be taken during the year of its accrual, it may be deferred and taken within the first four months of the following year. Vacation days may not be carried over beyond this period. The number of vacation days is pro-rated for regular part-time employees.

B. HOLIDAYS

Regular Full-time employees are entitled to ten paid holidays per year. The paid holidays are: New Year's Day, Martin Luther King's Birthday, Presidents Day, Patriots Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the following Friday, and Christmas Day. When a required Yearly Meeting workshop or conference or other necessary work falls on a paid holiday, an employee shall be entitled to take a compensating day. This benefit is pro-rated for Regular Part-time employees.

C. SPIRITUAL RETREATS

A healthy vocation of ministry requires attention to one's personal spiritual condition. Therefore, Full-time employees may request a spiritual retreat of up to three days per year at Yearly Meeting expense. Spiritual retreats are considered as working (not vacation) time. Employees may choose a longer and/or more expensive retreat than the budget will allow, with excess costs borne personally and excess time taken as vacation.

The supervisor approves the scheduling of retreats to maintain both spiritual nurture and good work flow; the supervisor also approves reimbursement of retreat and travel expenses within budgeted limits.

D. HEALTH AND PERSONAL LEAVES

1. HEALTH LEAVE

- a. Regular Full-time employees earn up to a maximum of 16 days a year, or one and 1/3 days (10 2/3 hours) for each full month's work, of Health/Personal Leave, which can be used for health leave in case of personal illness. Health/Personal Leave is pro-rated for Regular Part-Time employees.
- b. During the first three months of service, health leave can only be called on as earned. After that, an employee may draw in advance the leave for personal illness to be earned during the year.
- c. Employees are expected to notify their supervisor when they cannot work because of illness. Upon returning to work, an employee shall report the amount of health leave taken to the supervisor.
- d. The limit for accumulated health leave is the number of health leave days that an employee would accrue in two years.

2. PERSONAL LEAVE

- a. Up to ten days of the Health/Personal leave of a Regular Full-time employee can be used as personal leave as needed in any one year. (Regular Part-Time personal leave is pro-rated.)
- b. Personal leave is to be used to meet personal needs such as death or illness in the family, or other emergencies. Any time taken as personal leave must be approved by the employee's supervisor.
- c. Notice should be given as for vacation time or health leave, as appropriate.
- d. Personal leave time shall not be saved and added to future vacations or sabbaticals.

3. MATERNITY/PATERNITY/ADOPTION LEAVE

- a. An employee may take three months absence from work for maternity, paternity or adoption, of which six weeks will be paid leave. Vacation and health leave may be added to the six weeks. Fringe benefit coverage will continue for the full three months, in any case.
- b. Notice for maternity, paternity, or adoption leave should be given as for vacation time or health leave, as appropriate.

4. LEAVE OF ABSENCE WITHOUT PAY

- a. An employee may apply for a leave without pay for purposes that may include study, service with another organization, and personal renewal. The employee will be required to pay for the full cost of benefits during this period.

- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

5. JURY DUTY

- a. An employee called to jury duty will be given leave with full pay for the duration of required jury service. Any jury duty compensation an employee receives from the court shall be paid over to the Yearly Meeting.
- b. The supervisor should be notified appropriately.

6. SABBATICAL LEAVE

- a. After each seven years of service, all managerial-level employees are eligible to request a six-month sabbatical at half-pay with full benefits to provide an opportunity for personal or professional development. This can be taken as either a single six-month leave or as two three-month leaves in successive years.
- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

E. REPORTING AND RECORD KEEPING OF STAFF SUPERVISED BY THE YEARLY MEETING SECRETARY

1. VACATION AND LEAVE

Staff shall coordinate with the Secretary any use of allowed vacation and leave time to ensure that provisions are made to maintain coverage and ensure the continuity of work. To assist with planning, staff intending to take vacation or leave time should inform the Secretary of their intention with as much advance notice as possible. Except in emergencies, due to programmatic constraints vacation and leave time may not be approved during certain periods (e.g. during Annual Sessions). Circumstances requiring absence from work beyond allowances for each position must be approved in advance by the YM Secretary, who will coordinate with the affected staff on a case-by-case basis.

Following consultation with the Secretary, covered staff should report use of vacation and leave time to the Office Manager, who maintains the master log to track this usage. To assist with coordination, time away from work should also be posted to the shared Staff Calendar.

2. COMPENSATORY TIME OFF

Use of compensatory time off (§III.C.4) shall be coordinated with the YM Secretary.

3. NON-EXEMPT EMPLOYEES

Part-time and Temporary employees paid on an hourly basis will submit signed timesheets to their supervisor on schedule as a basis for their pay.

VII. EXPENSES

A. BUDGETS

The budget for all staff costs is developed by the YM Secretary in consultation with the Personnel Committee as part of the annual budget process.

B. REIMBURSEMENT

Reimbursements for approved expenses are made upon timely submission of documentation.

C. AUTOMOBILE EXPENSES

1. When an employee's automobile is used for Yearly Meeting business travel, the expense will be reimbursed on the basis of miles traveled. Any expense related to traveling from home to the Yearly Meeting office is not reimbursable.
2. Mileage reimbursement is at the current rate for business use set by the Internal Revenue Service. At the beginning of each calendar year, the Yearly Meeting Secretary shall inform all employees of the rate, and this rate is posted on the NEYM website.
3. Toll expenses will be reimbursed upon submission of receipts.

D. OTHER EXPENSES

Other reimbursable expenses consist of meals, lodging, and other living expenses incurred on approved overnight trips, and other miscellaneous approved expenses.

E. CONFERENCES

Fees for attendance at Yearly Meeting sessions are covered in the Sessions budget for all employees required to attend Sessions. Expenses for other work-related conferences will be reimbursed as above; however, participation in the conference must be part of the work plan approved by the supervisor and must be within the limitations of the expense budget.

F. CREDIT CARD USE

Any use of credit cards issued to staff is expected to conform to all policies for expenditures, including approvals prior to making expenditures. Documentation for credit card purchases must be submitted within one month to allow for all charges to be verified in the timely manner.

VIII. PROFESSIONAL EXPECTATIONS

A. CHILD SAFETY

Note: This section is under review by the Personnel Committee and revised text will be submitted to Permanent Board for approval at a later date. The current language without change will remain our policy in the interim.

Youth programs for New England Yearly Meeting are called to build a Quaker spiritual community of joy, love and affirmation for our children and staff. We create God's peaceable world through worship, shared work, play and song, fostering safe trusting relationships between generations. This deep respect for each person allows us to be our true selves and develop our spiritual lives. In this community, our children grow, knowing that God is there to be found and experienced.

SCREENING

Individuals being considered for staff positions within the Yearly Meeting whose primary function is for programs for children and youth will be expected to provide information for a personal background check before the hiring process can be completed.

EXPECTATIONS

Staff in NEYM have been given a sacred trust – to help the youth and children of NEYM grow in the Spirit, and to grow safely. They will follow guidelines and policies of the Yearly Meeting and will work with the appropriate committees promulgating and administering policies to advance an environment of trust and safety. In light of this responsibility, staff are called on to meet specific expectations in their work with children:

1) Appropriate interpersonal boundaries – Adults should model respectful and nurturing behavior – youth will follow their lead. Adults should be attentive to appropriate dress, use of language, and demonstrations of affection and encouragement. Adults should never intentionally engage in contact with the “bathing suit” area of a child/youth's body.

Whenever questions arise about appropriate expressions of affection, youth workers are reminded that they are the adults, and they have the responsibility to behave maturely. All persons have different comfort levels with touch, and youth workers should be sensitive to each individual's boundaries.

2) There should be no sexualized behavior – Teasing and joking with sexual overtones and content is not acceptable. A frank and sensitive addressing of issues of gender and sexuality, particularly with the junior high and high school-age youth, is an important part of any youth program, but staff should be mindful of the context of their comments and behavior.

3) “Friendship” with youth – Staff can serve as important mentors and guides for youth, and in this way might be seen as friends to individual youth. But staff are counseled that the Friends programs are to serve the children and youth, and not the needs of the workers. A youth worker that “needs” young friends may present boundary problems for both youth and children and other staff. Any relationship with youth and children outside of the program should be undertaken only with the knowledge and consent of the youth or child's parent or guardian, and supervisory staff should be made aware of those activities.

4) Staff are responsible not only for children and youth, but to their families and NEYM as well. Staff that suspect that a child or youth is a victim of abuse or neglect, is suicidal, or has a serious

drug problem, must not keep such information to themselves. For this reason, children should not be given the impression that secrets will be kept. For the most part, a covenant of confidentiality will mean that information shared will not be repeated. However, when the information is of a crisis nature, staff should encourage the child or youth to seek help from a parent or other authority figure. In addition, staff MUST consult with a person of greater authority in the program about an appropriate course of action.

REPORTING AND RESPONDING

Should any staff person suspect that abuse or neglect has occurred, they will immediately report it to the program coordinator. The program coordinator will report to the appropriate legal authorities, according to the mandate policy of the particular state they are in. (Be aware that some states require reporting within 24 hours.)

If reporting to the youth coordinator is not feasible or advisable, the staff person should report to the Religious Education Secretary, the YM Secretary or the Clerk of Permanent Board, in that order.

B. SEXUAL HARASSMENT

Note: This section is under review by the Personnel Committee and revised text will be submitted to Permanent Board for approval at a later date. The current language without change will remain our policy in the interim.

Each New England state has passed a specific law prohibiting sexual harassment. While varying on specific employee notification and training requirements, each does require employers to notify employees of the illegality of sexual harassment and to include a procedure for reporting sexual harassment. While Friends' practice should preclude such a situation it would be disingenuous to expect that it could not happen among Friends.

It is the goal of New England Yearly Meeting to promote a workplace that is free of sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated. Further, any retaliation against an individual who has complained about sexual harassment or retaliation against individuals cooperating with an investigation of a sexual harassment complaint is similarly unlawful and will not be tolerated. To achieve our goal of providing a workplace free from sexual harassment, the inappropriate conduct that is described in this policy will not be tolerated. Further, we have provided a procedure by which inappropriate conduct will be dealt with if encountered by employees.

Because New England Yearly Meeting takes allegations of sexual harassment seriously, we will respond promptly to complaints of sexual harassment and where it is determined that such inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

Definition of Sexual Harassment

In Massachusetts, the legal definition for sexual harassment is this: "sexual harassment" means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when: submission to or rejection of such advances, request, or conduct is made either explicitly or implicitly as a term or condition of employment or as a basis for employment decisions; or, such advances, requests, or conduct have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment. The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a workplace environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which if unwelcome, may constitute sexual harassment – depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness: Unwelcome sexual advances – whether they involve physical touching or not; sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one’s sex life; comment on an individual’s body; comment about an individual’s sexual activity, deficiencies, or prowess; displaying sexually suggestive objects, pictures, cartoons; unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments; inquiries into one’s sexual experiences; and discussion of one sexual activities.

All NEYM employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by the Yearly Meeting.

Complaints of Sexual Harassment

If any of our employees believes that s/he has been subjected to sexual harassment, the employee has the right to file a complaint with our organization. This may be done in writing or orally.

If you would like to file a complaint you may do so by contacting the clerk of Permanent Board at the address and number available in the Yearly Meeting Minute book.

In the event that the complaint is filed concerning the clerk of Permanent Board, the clerk of the Personnel Committee is also available to discuss any concerns you may have and to provide information to you about our policy on sexual harassment and our complaint process.

Sexual Harassment Investigation

When we receive the complaint we will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will include a private interview with the person filing the complaint and with witnesses. We will also interview the person alleged to have committed sexual harassment. When we have completed our investigation, we will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

If it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the offending conduct, and where it is appropriate we will impose disciplinary action.

Disciplinary Actions

If it is determined that inappropriate conduct has been committed by one of our employees, we will take such action as is appropriate under the circumstances. Such action may range from counseling to termination of employment, and may include such other forms of disciplinary action as we deem appropriate under the circumstances.

If the inappropriate conduct has been committed by a member of the Yearly Meeting community who is not an employee of the Yearly Meeting, the clerk of the Ministry and Counsel Committee will be involved in the process of eliminating the offending conduct and taking necessary

actions.

State and Federal Remedies

In addition to the above, if you believe you have been subjected to sexual harassment, you may file a formal complaint with either or both of the government agencies set forth below. Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies has a short time period for filing a claim (EEOC – 300 days; MCAD – 6 months).

- The United States Equal Employment Opportunity Commission (EEOC), One Congress Street – 10th Floor, Boston, MA 02114 Tel.: 617.565.3200
- The Massachusetts Commission Against Discrimination (MCAD), Boston Office: One Ashburton Place, Boston, MA 02108 Tel.: 617.727.3990

IX. PROVISIONS FOR REVISION

This Policy Manual is not to be considered a contract as elements of it may be changed at any time by action of the Personnel Committee and approval of the Permanent Board. One cannot assume that older versions of policies have precedence; if “grandfather” provisions are created they will be specifically noted. The employment letter should be referred to for specific information.

Suggestions for changes in or additions to the Personnel Policies Manual may originate with employees or the Personnel Committee. After discussion, the Personnel Committee presents proposed changes to the Permanent Board for its approval.

The appendices and attachments are included as a guide for the Personnel Committee and others in implementing the policies detailed in the manual. These can be changed by action of the Personnel Committee unless otherwise restricted in the manual.

New England Yearly Meeting Child Care Policy

New England Yearly Meeting is committed to providing child care during events sponsored by NEYM. This includes, but is not limited to, meetings of Permanent Board, Ministry and Counsel, Sessions Committee and Committee Days.

Coordinating this work in accordance with the NEYM Professional Expectations of our paid and volunteer youth workers as outlined in the NEYM Personnel Manual will be part of the job description of the NEYM Events Coordinator and overseen by the NEYM Secretary.

Child care will be provided in accordance with the procedures outlined in the 2005 Draft NEYM Child Abuse Prevention Policy and Procedures manual (attached). For the purposes of child care at NEYM sponsored events, these include, but are not limited to, the following:

Child care providers will be mature and responsible adults or young adults. Workers under eighteen will function as “assistants” under the direct supervision of an adult child care provider.

All providers will undergo a screening process, including a criminal background check. If a local meeting hosting an event has already run background checks for providers, written notification of this will be sufficient.

Additional safeguards should be provided through careful monitoring and staffing. It is recommended that no fewer than two adults, or one adult and one young adult assistant, be present at all times. When this is not possible, there will be an individual assigned to randomly check in on all activities and children. Child care space, whenever possible, should be in an area in clear sight of multiple people, with open doors or windows.

In some situations, when child care needs are limited to a single child or children who would be better served by off-site care together, NEYM will consider reimbursing these expenses at the rate of \$15 per hour for roughly the period of time that the parent(s)/guardian(s) attend the NEYM event. Such arrangements must be made with the organizer of the gathering prior to the event.

Questions or requests for further information should be directed to the Events Coordinator at events@neym.org

August 2, 2005

Dear Friends of the New England Yearly Meeting,

After two years, we have finished our work as a subcommittee of Ministry and Counsel on the prevention of child sexual abuse. Attached is our report and recommendations.

In the fall of 2003, we received a charge from Ministry and Counsel:

- To create a proposed set of guidelines and practices for prevention for, and responses to, sexual abuse in our yearly and monthly meetings
- To create these proposed guidelines and practices with the advice and support of professional familiar with issues of child sexual abuse in church settings
- To propose to the Yearly Meeting a structure that creates clear lines of responsibility for the supervision of paid and unpaid volunteer youth workers
- To propose the next steps for the refinement and implementation for the guidelines and practices
- To accomplish these tasks in consultation with affected individuals and programs

Through many meetings, and in consultation with many people, we have worshipfully considered the issues around the question of child safety. We have read a wide variety of literature on the subject, engaged in discussions with experts in the field, received input from other faith communities, and consulted with our own youth workers. We have also had long and lively discussions among ourselves, and been challenged by the issues and problems before us.

The issue of child safety is not an easy one. What we ask of the community is not easy, either. Programs of NEYM have constraints put on them by time, resources and geography. Likewise, Monthly Meetings are challenged by the availability of caretakers, space, and resources. However, we believe our attention to these issues is a measure of our commitment to our youth and our religious community. We act in the faith that if these issues are important to us, way will open. We present the following report in the belief that care, tenderness, and attention in this area not only make our children and youth safer, but also make us stronger as a community.

We would like to make one point about the structure of the report: In the following pages, the working committee has laid out proposals for suggested policies, followed by practices that would support those policies. We make an important distinction between these aspects for two reasons.

First, we are conscious that we are making recommendations for Yearly Meeting and affiliated Monthly Meetings. Every meeting has its own unique set of circumstances, and what makes good sense as a practice for one meeting may be either inappropriate or impractical for another. We hope that the policies might be adopted by all groups affiliated with New England Yearly Meeting, but are aware that how the policies are implemented may vary from meeting to meeting. Practices, then, are for implementation.

Second, through our work we have become aware that a commitment to a practice as a policy makes the institution legally liable if they do not adhere strictly to that particular practice. For instance, providing adequate supervision can be accomplished through several means. Describing those means in too much detail lays out requirements without regard to changeable circumstances and may not actually accomplish the goal of adequate supervision. What is required is for us to make a commitment to the protection of our youth in the best way we can, and not through one specific method. Where we believe that there are specific requirements, we have outlined those in the policy section.

We look forward to engaging in an open discussion about this important work. We are grateful for the charge we have been given, and for our opportunity to work with each other. Each of us has grown immeasurably in the process.

In the Light,

Bill How
Chris Jorgensen
Bill Harley

Child Abuse Prevention Policy and Procedures
New England Yearly Meeting of Friends
901 Pleasant Street
Worcester MA 01602
As adopted on DATE by WHOM

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I. INTRODUCTION

Youth Workers with New England Yearly Meeting and the affiliated Monthly Meetings have been given a trust: to help the youth and children of NEYM grow in the Spirit, and to grow safely. While attention is often focused on the content of our programs, we are also conscious that our way of being with youth is as important as the content of the program provided – children and youth follow our lead, and we teach mostly by example. For our programs to be successful and safe, youth workers, youth, and parents need a common language and understanding of what makes for a safe and trusting environment. In order to ensure the physical, emotional and spiritual safety of participating children and youth workers, we should agree on some guidelines in our work with children and youth. This general understanding also requires us to be specific and clear in our language and expectations.

There are many definitions of sexual abuse – for the purposes of this document, we will define sexual abuse as any sexual activity with a child by an adult or another child who is older and more powerful. (*For further information about the definition and dynamics of sexual abuse, see "Sexual Abuse, Additional Information" in the appendix.*) It is much easier to prevent the occurrence of abuse than to detect its event or the presence of potential perpetrators. Our efforts here focus on primarily on prevention.

In recent years, we have been made aware of the potential for hurt and abuse of children and youth in different faith communities. The effects of the sexual abuse of a child in a faith community are catastrophic and far-reaching. Everyone is hurt – the abused person may carry scars and memories for their entire life; the victim's family and friends can be traumatized; the community in which the abuse occurs may be deeply wounded and divided, and the perpetrator lives in a world of isolation, secrecy and darkness. There is also the risk that he or she may continue the abusive behavior. In instances where allegations prove false, there is still damage done to all involved. Reputations may be unjustly destroyed beyond repair, and the seeds of distrust live on in the community for years afterwards. "No segment of society, including the Religious Society of Friends, is immune to the dangers of sexual abuse. In fact, parts of our own community have been damaged by incidences and accusations of abuse. If we are honest with ourselves as Friends, we acknowledge that the same potential for hurt exists in our community as in others, and that mindfully attending to issues of safety is the best way to

"Youth workers, youth, and parents need a common language and understanding of what makes for a safe and trusting environment."

"No segment of society, including the Religious Society of Friends, is immune to the dangers of sexual abuse."

protect individuals and the community. Denial of the possibility of hurt does not prevent hurt – if anything, it heightens its likelihood.

In this document there is a distinction between “policy” and “practices to support policy”. The policy is recommended for adoption by meetings and programs within New England Yearly Meeting. Once the policy is adopted, there is a legal obligation that it be followed. Practices are ways of pursuing the policy, which may vary depending upon each community’s situation.

The policies and practices in this document will provide all of us with challenges in how we care for the safety of our children and youth.

II. CHILD SAFETY POLICY

NOTE: "Youth worker" or "worker" will refer to all paid and volunteer staff for NEYM, Yearly Meeting sessions, and Monthly meeting sponsored youth and children's programs, including retreats, conferences and Yearly and meeting sessions.

Minutes

1. Each community (monthly meeting or program) shall consider corporately their need for child abuse prevention. A minute regarding these reflections and intentions about community safety and describing communication regarding any risk or allegation of abuse or neglect should be adopted and distributed, to be reviewed regularly within the community, especially with those who work with children and youth.

Qualifications and Screening for Youth Workers

2. Youth workers must be mature and responsible adults. Youth workers should be no less than three years older than the youth being served. Workers under eighteen should be in an assistant capacity under the direct supervision of an adult youth worker.

3. All youth workers will undergo a careful screening process, including an application and references. A documented interview will be at the discretion of the coordinator or responsible committee.

4. Criminal background checks are required for all workers who spend significant amount of time with youth and children, such as, childcare workers, teachers, and retreat leaders.

Expectations and Training of Youth Workers

5. Responsibilities and expectations for proper behavior will be clearly defined and communicated to all youth workers. There should be a written code of conduct, to be read and signed by each worker. *(A proposed code is included in appendix.)*

6. Training will be offered regularly to youth workers. Training should include a job description, resource information, crisis procedures, mandated reporting laws and information about abuse and neglect.

7. In support of youth workers, there should be a community-wide effort to educate both adults and children, appropriate to the groups being addressed, on sexual abuse awareness.

Program guidelines

8. Safeguards should be provided through careful monitoring and staffing. It is recommended that no fewer than two adults be present at any activity. Where this two adult rule is not possible, minimally there should be a roamer regularly checking on all group activities. Ratios of staff to youth for elementary and junior high programs should be no less than 1:8. For high school, 1:10.

9. Staff workers should engage in a risk assessment at the beginning of any new activity and as part of a review of any regular programs or activities. They should monitor and plan in consideration of levels of isolation, accountability and degree of caretaker power and authority. As risk increases, increased supervision is needed. *(See appendix on risk assessment)*

10. Youth and children should be regularly educated regarding sexuality, personal boundaries and assertiveness, appropriate to the age.

Reporting and Responding to Allegations of Abuse

11. Youth workers who suspect a child is suffering from abuse or neglect have the responsibility to insure that it is reported to appropriate authorities in the program or Meeting. In addition, they need to insure that appropriate state authorities have been contacted.

12. Program coordinators have a responsibility to know and comply with mandated reporting laws.

13. Programs and/or Meetings will have a written response plan in regards to suspicions of allegations of abuse, including identifying the individuals responsible for the plan. The plan should take into account:

- a) the immediate requirement is to stop all possibility of further harm
- b) the documentation of allegations and the community's response to them
- c) a plan for long-term outreach and follow-up
- d) the centrality of worship as a process to support individuals and the community.

14. When allegations are made, the community has a right to know about the existence of the problem, while all parties involved have a right to confidentiality.

Recordkeeping

15. Personnel files should be kept for all workers who are significantly involved with children. Documentation of allegations should be placed in personnel files of affected parties. All files related to personnel and any alleged incidents will be kept permanently in a secure place with limited access.

III. PRACTICES TO SUPPORT POLICY

Below are recommendations for the implementation of the policy. Numbers of practices refer to the number of specific policy minutes.

Qualifications and screening for youth workers

2. In addition to maturity level, his/her being known in the community will increase safety. A minimum of six months of participation in the community provides a basic level of mutual understanding and accountability.
3. Models for application forms and references can be found in the appendix. Face-to face interviews are recommended whenever possible.
4. Criminal background checks are a complex process. Three sources of criminal background checks include:
 - a. Oxford Document Management Company, Inc.
 - b. Church Mutual Insurance Company's Screen Now program
 - c. CORI check – Criminal Offender Record Information (Massachusetts only, but similar for most other states.)

For more information about how to evaluate these sources, see individual websites:

- the Unitarian Universalist Program called "Responsible Staffing" (a very good source for thinking about underlying issues)
- the information on reducingtherisk.com site
- the Massachusetts website for the Criminal History Systems Board
- Variables include cost, turnaround time, depth and breadth of information, geographic range of sources.

Expectations and Training

6. Yearly Meeting should provide a regular training program for all staff working with youth. In written materials and at trainings, workers should be informed of the community policy for prevention of abuse and physical safety, appropriate steps for reporting an abuse of any youth, and details of the state's laws regarding the definitions of child/youth abuse and the requirements of reporting. All youth workers should be provided with regular opportunities to learn First Aid and CPR. Youth programs should endeavor to make sure that at least one person in the immediate area of program is trained in these skills.
7. A community-wide educational event on a regular basis contributes to a culture of safety and sensitivity which will empower everyone to hold standards of accountability. This groundwork will support the maintenance of the policy and the work of youth workers.

Program guidelines

(See also "Risk Reduction Principles" later in this document for further discussion of principles and practices.)

8. Simple safeguards can decrease risk. These would include the following:
 - a) Doors to rooms where activities take place should either be half opened, or have windows in them. When this is not practical, other safeguards should be applied, such as use of roamers.
 - b) For transportation during an event, all drivers should be at least 21 years of age and have proof of insurance. Seatbelts should be used for all passengers. Written permission for youth under eighteen should be obtained from parents.
 - c) Expectations of participant behavior should be clearly communicated and age-appropriate. They would include: attendance at scheduled program, refraining from substance abuse and sexual activity, responsible free time activity, responding to caretaker instructions.
 - d) Feedback process – program coordinators should provide a method for evaluation by participants and parents. This may be accomplished through written and verbal feedback. Regular reports of activities, including annual reports, are crucial. Program staff should report to committee(s) responsible for their work. A written record should be kept.
 - e) Programs should strive for openness in planning and publicity of events and activities. This openness might include communication ahead of time with the parents and community with written description and announcements and/or an invitation to parents and community members to attend, participate and observe the events.
 - f) Events out of the scope of normal activities should receive the approval of parents or guardians. Most often, this approval should be in the form of written consent.
 - g) In all Meetings, there should be clearly identified liaisons or community contacts available to any child, parent or other community member. This contact may or may not be a supervisor of youth programs, although they should be familiar with the programs. There should be a well-publicized written process for reporting any suspected abuse or improper behavior.

Reporting and responding to allegations of abuse

11. Youth workers should have contact information for state agencies and meeting/community liaisons. (See "State Reporting Laws and Agencies" in the Appendix.)

13. Suggestions for responding:

- a) The plan developed for response should be communicated regularly to parents, care providers, youth leaders, volunteers, clerks, and/or appropriate committees. There should be a well-publicized written process for reporting any suspected abuse or improper behavior within the community and to state authorities.
- b) Develop an incident report form for use should there be an allegation of abuse or neglect (see appendix for model form).
- c) Identify who should respond to allegations, insuring that those persons or committees are aware of their roles and responsibilities. A small group of people rather than an individual should take on this responsibility. (This group will be referred from hereon as the Response Committee, or R.C.)
- d) The Response Committee should decide about whether to contact Quarterly and Yearly Meeting personnel for advice and support.
- e) The Response Committee should identify what insurance is available to the meeting should there be incidences of abuse and neglect. Likewise, legal representation should be considered beforehand.
- f) Any allegation of abuse or neglect should be directed to the Response Committee. The parent or guardian should be contacted immediately about any possible abuse or neglect.
- g) The R.C should do all that it can to insure the safety of all parties. The Response Committee should do all it can to insure that any child and/or alleged victim is safe and separated from the alleged perpetrator.
- h) The identity of the alleged victim and the alleged perpetrator should be kept confidential. Only those with supervisory or organizational need-to know should be informed, unless permission is given otherwise.
- i) It is the Response Committee's responsibility to document factual information about the allegation and the circumstances during which the allegation occurred. Extreme caution should be used in exploring the child's story – it is not the Response Committee's responsibility, nor is it advisable for them to interview him or her. The committee should work with the child's family and experts to obtain relevant information.
- j) Within the first few days, the R.C. and others should plan how to communicate with the entire community about any confirmed incident or (when appropriate) any allegations. Planning could consider provisions for initial communication with the community, ongoing community sharing, and evaluation and reflection about what has been learned over the course of the experience.

Recordkeeping

15. Personnel folders for volunteers and paid staff should include job description and any annual reviews. Any documentation of allegations or concerns could be a part of the personnel folder. Each person's folder would be available to them for review, and that person could add material to their folder at any time.

Implementation and education

In addition to a screening process for all workers who will spend a substantial amount of time with youth, Meetings should make available to all workers information and literature about child safety. A code of conduct (a model is included in the appendix) should be read and signed by all workers. In addition, New England Yearly Meeting will provide yearly training for youth workers – this training should be open to all workers – both those who work in NEYM programs and those for monthly meetings. Included in this training would be information and exercises related to the problem of sexual abuse of children and the child safety. While it is unrealistic to assume that all youth workers will attend these sessions, Yearly and Monthly meetings should strive to insure that workers with continued contact with children do attend these sessions whenever possible.

New England Yearly Meeting will also provide a mechanism for workers to communicate perceived needs and feedback on the policies, practices, and training that are implemented. Minimally, we recommend a feedback sheet that workers can fill out on a yearly basis.

Yearly Meeting should develop and maintain a list of individuals that can be called upon for information and support regarding prevention and response to issues of abuse and neglect.

Policies and practices related to child safety should be made available on the Yearly Meeting website. In addition, a letter outlining policies and available resources should be mailed out to significant communities that are part of NEYM. These would include Yearly Meeting staff, monthly meetings, quarterly meetings, Friends Camp and appropriate Yearly Meeting committees, (e.g., Religious Ed, Youth Program Committee, Sessions).

IV. Risk Reduction Principles

In our efforts to assure the safety of the children and youth we serve, we are conscious of the relationship between principles and policies. While we may agree on principals to guide our work, setting strict policies that try to anticipate every potentially dangerous situation presents problems— life often falls between the cracks of our best laid plans. Yet those who work with youth and children need guidance in monitoring their safety. Sometimes a clear specific policy is called for, but often our monitoring must be guided by a flexible consideration of the situation at hand. In this appendix we would like to offer some factors in considering the risk of various activities.

Different activities with youth and children bring different levels of risk related to sexual abuse. The higher the risk, the more that monitoring and safeguards are required. An overnight camping trip with groups spread out over a campsite is inherently more dangerous than a one hour First Day class presentation by two members of Ministry and Counsel. According to the level of risk, we can adjust the level of supervision.

Three factors should be considered in assessing risk:

- A. isolation of the activity
- B. accountability
- C. power and control

Where there is great isolation, little accountability, and an imbalance in power and control, the danger of abuse is much greater than where there is no isolation, high accountability, and a balance of power.

If a situation appears to bear increased risk, adjustments can be made in one or more of the factors to make it less dangerous.

In considering these factors, we are aware that our youth programs already address many of these concerns. The community should support and acknowledge the good work already being done.

A. Isolation

Most, but not all, sexual abuse occurs in isolated settings – risk increases as isolation increases. In general, workers should guard against activities that present situations of greater isolation. Therefore, having a single adult accompany a child far away from a group activity is an example of high isolation and should be avoided.

“Different activities with youth and children bring different levels of risk related to sexual abuse. The higher the risk, the more that monitoring and safeguards are required.”

The number of people present, the time of the activity, the location of the activity, and physical arrangements are all factors that influence the degree of isolation:

- 1) In higher risk activities, increasing the number of caretakers, staff or adults helps decrease risk.
- 2) The time of day the activity takes place relates to risk. Activities that occur overnight, in the evening, on a weekend, at a time not normally scheduled, or on short notice on an unscheduled basis, carry increased risk.
- 3) Location influences risk – activities in a home or unfamiliar location increase risk, as do activities with a single adult in a car with a child. Activities in naturally isolated locations, or in or near bathrooms, locker, or changing rooms increase risk.
- 4) Physical arrangements can reduce or increase risk. Rooms that are easily accessible, with windows into them, reduce risk, as do open doors. Making clear to children and adults which rooms are “off limits” reduces risk, as does sending children to the bathroom in pairs. Communicating the plan for how space will be used may reduce risk.
- 5) The availability of telephones reduces the isolation of a situation.

B. Accountability

The risk of sexual abuse of children always increases in settings without proper accountability. Accountability relates to the individuals involved and how the activity is managed. Accountability provides boundaries for safety for both the adults and children, and provides the groundwork for trust.

Accountability of persons:

- 1) Screening is essential to understand the background and abilities of each person working with youth. As well, screening alerts all involved that the community is monitoring child-related activities for safety and discourages those looking for easy access.
- 2) A clear job description and code of conduct decreases the possibility of misunderstanding and risk. The code of conduct should be signed by all youth workers.
- 3) Maintenance of personnel files, regular reviews of supervisory staff, and use of evaluation forms by program participants increases reflection on

effectiveness and purpose, as well as providing accountability.

- 4) Continued education of parents, caregivers, youth workers, and children provides tools for understanding situations and responsibilities.

Accountability in program management:

- 1) Essential aspects of a safe program are transparency and a willingness to communicate within the community. The possibility of abuse is diminished if :
 - a. events are well-documented
 - b. all boundaries, (physical, emotional, time, etc.) are openly stated
 - c. parents are well-informed of program content, guidelines, behavior expectations and problems
 - d. two or more unrelated adults are present at an activity, which increases supervision between caregivers and is a recommended standard for program planning.
- 2) Community members who do not have direct caretaking or facilitating responsibilities have an important role to play in reducing risk. For instance, parents should know who the supervisory body is, and that they are welcome to comment and ask questions. Periodically, the supervisory body should solicit parental comments and evaluation. As well, the program coordinator should provide regular reports to a committee or appointed group, and annual reports or reviews of activities should be provided to the meeting or wider community.

“Community members ...have an important role to play in reducing risk.”

C. Power and control

Children are vulnerable to abuse from sexual predators because there is an imbalance of power related to age, size, strength, and control and authority. This is particularly problematical in settings where leaders or those in power have a spiritual authority. Because there cannot be a balance of power between a child and adult, that balance must come from the presence of other adults and policies designed to maintain a low risk environment.

This imbalance of power also applies to relationships between children where the age range is wide. Two five year olds going to the bathroom together are safer than a thirteen year old accompanying a five year old. Where the age is greater than four or five years, there is an imbalance of

“Because there cannot be a balance of power between a child and adult, that balance must come from the presence of other adults and policies designed to maintain a low risk environment.”

power, and the possibility of abuse increases.

Also, there may be an imbalance of power between among youth of the same age because of size, gender, and/or social dynamics. Guarding against this power imbalance requires monitoring on the part of youth workers, as well as regularly educating our youth about the issues of power and boundaries.

It is a wisdom in Friends practice to share and rotate significant responsibilities in the community. In doing so, Friends may guard against the concentration of power and authority, thus reducing the risk that it will be misused.

Related to power and control:

- 1) Having more than one unrelated adult at any activity reduces the possibility of the abuse of power.
- 2) Meetings should carefully consider where authority lies in their youth programs and activities. How is authority and power assigned?
- 3) People in positions of authority should be accountable to the community. There should be the opportunity for both regular review and open questioning about particular activities.
- 4) Where there are particular events or dynamics of concern, the community should have the process and willingness to address the concern.
- 5) There should be an effort to recruit, screen, and train as large a body of volunteers as possible, and to involve other members in non-caretaking, but useful, roles. Wide interest and involvement of the community helps to provide a web of accountability and support.
- 6) Inform and equip all ages of children, in age-appropriate ways, about issues of sexuality, self-care, and assertiveness. Develop opportunities for interaction and listening well to them.

It is inevitable that some situations will be riskier than others. As guardians of youth and children, we have a responsibility to constantly evaluate the safety of situations – where the risk increases, we must take responsibility for adjusting other factors to reduce the chance of possible abuse. While the decision to not set strict guidelines for every type of situation gives us flexibility, it also gives us an increased responsibility to actively monitor the situation. By keeping the factors that contribute to the possibility of sexual abuse before us, we can better judge whether we are providing adequately for the safety of those we care for.

V. Appendices

A. Code of Conduct for Youth Workers

“Youth Programs for NEYM is called to build a Quaker spiritual community of joy, love and affirmation for our children and ourselves. We create God’s peaceable world through worship, shared work, play and song, fostering safe trusting relationships between generations. This deep respect for each person lets us be our true selves and develop our spiritual lives. In this community, our children grow, knowing that God is there to be found and experienced.” *Statement of purpose of NEYM Youth Programs Committee*

Youth workers with New England Yearly Meeting have been given a sacred trust – to help the youth and children of NEYM grow in the Spirit, and to grow safely. In light of this responsibility, youth workers are called on to meet specific expectations in their work:

- 1) Appropriate interpersonal boundaries – Adults should model respectful and nurturing behavior – youth will follow their lead. Adults should be attentive to appropriate dress, use of language, and demonstrations of affection and encouragement. Adults should never intentionally engage in contact with the “bathing suit” area of a child/youth’s body.
- 2) In the area of physical expression of affection, a general guideline might be – allow the youth to initiate the hug, and expect the youth worker to end it. Whenever questions arise about appropriate expressions of affection, youth workers are reminded that they are the adults, and they have the responsibility to behave maturely. All persons have different comfort levels with touch, and youth workers should be sensitive to each individual’s boundaries.
- 3) There should be no sexualized behavior – Teasing and joking with sexual overtones and content is not acceptable. One of the strong points of NEYM youth programs is its frank and sensitive addressing of issues of gender and sexuality, particularly with the Jr. High and Young Friends program, but youth workers should be mindful of the context of their comments and behavior.
- 4) “Friendship” with youth – youth workers can serve as important mentors and guides for youth, and in this way might be seen as friends to individual youth. But youth workers are counselled that the programs of NEYM are to serve the children and youth, and not the needs of the workers. A youth worker that “needs” young friends may present boundary problems for both youth and other staff. Any relationship with youth outside of the program should be undertaken only with the knowledge and consent of the youth or child’s parent or guardian, and supervisory staff should be made aware of those activities.
- 5) Youth workers for NEYM are responsible not only to children and youth, but to their families and NEYM as well. If you suspect that a child or youth is a victim of abuse, is suicidal, or has a serious drug problem, you must not keep such information to yourself. For this reason, please try never to give children or youth the impression that you will keep secrets for them. Confidentiality is not secret keeping. For the most part a covenant of confidentiality will mean that you

do not repeat information told to you in confidence. However, when the information is of a major crisis nature, encourage the children or youth to seek help from a parent or other authority figure. In addition you yourself MUST consult with a person of greater authority in the program about an appropriate course of action. Read and understand the Advice on Counseling.

"I agree to abide by this code of conduct in my work with: _____
(program name)

signed: _____ date: _____

Advice on Counseling

One-on-one and/or counseling situations can provide important mentoring for young people, not to be avoided, but to be handled with care. Pay attention to isolation: Whenever possible, find a spot in a space that is not isolated, indoors or outdoors, where you can be observed; in a small room, keep the door ajar. Ask if there is anyone else who could helpfully be present, youth or adult. Maximize accountability: speak about the session to the coordinator or other staff, even if in a general way to maintain confidentiality. Make sure that any crisis situation gets immediate attention. Attend to power and control dynamics: Place yourself opposite the youth, making sure that you are not between them and the door. Any physical contact should be reassuring, but considerate of physical boundaries and emotional vulnerability.

B. Sample Forms

***Application to work with children and/or teens in
New England Yearly Meeting***

(Note: each program/ meeting will do some modification of this to suit circumstances; optional questions are put in brackets. Additional questions you may wish to include: educational background; a program area checklist for interest/aptitude. Not to include: questions about accusations or arrests)

Date: _____

Name _____

Address _____

Home Phone: _____

Work Phone: _____

E-mail: _____

Occupation: _____

1. Why would you like to work with children and/ or youth in our program?

2. What qualities/skills/interests do you have that would help you work with children and/ or youth? _____

3. If you have previously worked with children, please describe you experience.

4. Can you think of specific ways we can help and support you in this work?

5. How long, and in what capacity (member, attender, etc.) have you been associated with Friends/ our meeting? _____

6. If you are new to our meeting/ Friends, list all other religious communities you have been involved in during the last five years, along with a contact name and phone number. _____

*7. Have you ever been convicted of a felony? _____
If yes, please explain: _____

** We ask this question not to disqualify anyone, but to get a fuller picture of your past and to do our best to ensure the safety of our children.*

Please provide the names of two non-relatives who can serve as references. Please include the nature of your associations with these people. One should be someone you know in the Quaker context, and at least one person who can speak about your experience (or potential) working with youth, however informal. List name and phone number. Please send these references the "Volunteer Reference Check" to fill out and return to me. Let them know that they could also receive a telephone call.

Reference #1: Name: _____

Phone number: _____

Relationship: _____

Reference #2: Name: _____

Phone number: _____

Relationship: _____

We appreciate your efforts to help us carry out our child abuse prevention procedures, intended reduce the risk of harm to the children in our programs. Your application is witness to your concern for them and we thank you so much for your participation. In addition to providing this information, please read and sign the waiver statement below.

I look forward to working with you! Please contact me with any questions about this application or our program.

Signed,
Program coordinator
Phone/ address/ email

Applicant's Statement

In consideration of the receipt and evaluation of this application, I agree and represent that:

The information contained in this application is correct to the best of my knowledge. I understand and agree that providing false or misleading information on this application is grounds for my immediate dismissal, if I am accepted.

I authorize any references, schools, current or former employers, current or former supervisors, churches or denominational agencies, or any other person or organization, whether or not identified in this application, to give you any information (including opinions) regarding my character and fitness for employment. I hereby release any individual, employer, church, denominational agency or official, reference, or any other person or organization, including record custodians, both collectively and individually, and whether or not identified in this application, from any and all liability for damages of whatever kind or nature which may at any time result to me, my heirs, or family, on account of compliance or any attempts to comply with this authorization, excepting only the communication of knowingly false information. I further state that I HAVE CAREFULLY READ THE FOREGOING RELEASE AND KNOW THE CONTENTS THEREOF AND I SIGN THIS RELEASE AS MY OWN FREE ACT. A facsimile or photocopy of this authorization shall be as valid as the original.

Should my application be accepted, I agree to be bound by the bylaws and policies of this organization.

I understand and agree that nothing contained in this application for employment or in any pre-employment interview is intended or shall create a contract between myself and the Meeting for either employment or the providing of any benefit. I further understand that a criminal records check may be conducted on me, and I consent to any such check.

I HAVE READ AND UNDERSTAND THE ABOVE PROVISIONS, AND AGREE TO THEM. THIS IS A LEGAL DOCUMENT AND I UNDERSTAND THAT I HAVE THE OPPORTUNITY TO CONSULT WITH AN ATTORNEY BEFORE SIGNING IT.

Signature of applicant

Date

Reference Check

Volunteer Reference Check for New England Yearly Meeting Volunteers with Youth and Children

(Programs and meetings may wish to add their own questions related to specific attributes)

(This form could be used for a telephone interview of the reference)

Please return to (name) (email) (snail mail). This document becomes part of the applicants personnel file. The applicant has the right to review this document should they request to do so.

Date: _____

_____ has applied to
become _____
(position)

S/he has listed your name as a reference.

1. What is your relationship with the applicant? _____

2. How long have you known the applicant? _____

3. How well do you know the applicant? _____

4. How would you describe the applicant's ability to relate to children and/or youth?

5. How would you describe the applicant's ability to relate to adults? _____

6. How would you describe the applicant's leadership abilities? _____

7. How would you feel about having the applicant as a volunteer worker with your child and/or youth? _____

8. Please comment on this person's work with children. Especially helpful are incidents and episodes you have personally witnessed. _____

9. Do you foresee any problems this person would pose as a Sunday School teacher, either for children, for coworkers, or for the programs as a whole? _____

10. Do you have any knowledge that the applicant has ever been convicted of a felony? If so, please describe. _____

11. Any special positives? _____

Thanks.

Reference

Name _____

Address _____

Phone

(w) _____ (h) _____

Email _____

Date _____

Incident Report

_____ (name of community or meeting)
considers any sexual involvement of an adult with a child to be abuse of the child by the adult. We condemn such behavior. We also condemn the non-accidental injury or risk of injury to any child by any adult or caretaker. We also condemn any failure by a caretaker to take available action to provide for the care or supervision of a child in their care.

If you suspect that any such abuse or neglect may have occurred please contact one of the people listed below:

Name	Address	Telephone	Alternate telephone

Please fill out the following information and share with the people listed above.

Date Written _____

Written by _____ (please print)

Writer's address and telephone(s)

Date of the incident _____

Child(ren)

Name & D.O.B: _____

Names, address and telephone of parents or custodians:

Who has custody? _____

1. Is the child currently safe? Please describe the situation if the child is not safe.

2. What needs to happen to get and/or keep the child safe? _____

3. What is the nature and extent of injury, abuse, or neglect including any prior evidence of same? *(Please cite the source of your information if not observed firsthand.)*

Where and when did the injury occur? _____

4. What are the circumstances under which you became aware of the injuries, abuse or neglect? _____

5. Has the child and/or the child's family been contacted and offered supports or information? _____

6. REPORT TO STATE AGENCY:

Agency called and telephone number: _____

Person spoken to: _____

Date and time: _____

What is agency's plan for response? _____

6. Additional information.

Response Checklist

Name of the child _____

Date of alleged incident _____

1. INCIDENT REPORT completed (*see Incident Report Form*)

Name of reporter

Date of report

Is the child safe?

What has to happen to get or keep child safe?

Concrete factual information re incident-- date, time, location, names of all present, parents told, others consulted, who has custody?

2. CONTACT PARENTS/FAMILY

When were parents/family contacted?

Documentation of contact (time, content of discussion)

What support has been offered? (visitation, worship, counsellors, support groups)

3. CONTACT COMMUNITY MEMBERS

When/how were the following people contacted:

Response committee.

Clerk.

Appropriate staff.

Attorney

Consultant

Insurance carrier.

Is there any appearance of conflict of interest?

4. CONTACT ALLEGED PERPETRATOR

When/how was the alleged perpetrator contacted?

Consider the following:

Will there be repercussions to the child or their family? Is it safe for the child? Is it safe for the alleged perpetrator-- does he/she have supports?

Document.

Should the alleged perpetrator be asked not to have contact with the victim, be excused from certain activities or asked to separate themselves from community events?

5. FILE A REPORT TO THE STATE (*see also Incident Report Form*)

Has the report to the state been made within 24 hours of the allegation?

Document when and to whom report is made. Will there be notification of the results of the report? Timelines and description of what the state will do?

6. WORSHIP

7. COMMUNITY

Who will write a statement to the community that balances concrete facts and confidentiality?

Consider calling a community meeting.

8. IMMEDIATE FOLLOWUP

Maintain contact with:

- alleged victim and family or supports
- alleged perpetrator and family or supports
- key community members
- entire community

Under what conditions will each party to the incident be in the community and various activities?

9. LONG TERM FOLLOWUP

Talk to affected staff and key community members for debriefing and feedback.

What did we learn? What do we want to do differently?

Did we handle confidentiality appropriately?

How will the confidential information about this incident be maintained as time passes?

Consider sharing with other communities or people who have been through similar events.

C. RESPONDING TO A CONCERN-- further discussion.

A Friends community may want to consider the following ideas in regards to planning how to respond to a concern that a child may have been sexually abused. Not all of the ideas will be applicable or realistic. Each community should adopt or change any of the following ideas in ways that make sense for their particular situation.

Ahead of Time:

1. An allegation that someone in a Friends Community has been sexually or otherwise abuse is devastating. It generates anger, shock, disbelief, confusion, abhorrence, silence, and paralysis. Often the meeting is at risk for extreme avoidance of the issue or acting as if nothing has happened. Often the meeting is at risk for precipitous action.

During times of turmoil, more worship and centeredness are needed than Friends usually attempt. When things are painful, spirituality seems to be the community "canary in the mine". Spirituality dies or decreases and then the community is at risk for conflict and dysfunction. George Fox grappled with this problem when he counselled Friends during times of persecution. His epistles at the time urged Friends that their patience must get the victory. He wrote that at such times Friends must be concerned with deepening the Spirit's presence (the power of the Lord) in meetings for worship... (This is quoted in Michael Sheerhan's Beyond Majority Rule.) At the time of an allegation there is great risk of community contagion. Edwin J. Mikkelsen has written "Responding to Allegations of Sexual Abuse" and this is cited in the "New England Conference of Safe Church Policies and Procedures." He warns that anger and fear can arouse community members to words and actions that may later be regretted.

Frequently the pain and crisis create an overwhelming potential to rush to action. This may end up being precipitous and hurtful. At other times the crisis may create inaction. However, when Friends respond in ways that are healing and centered it is usually preceded by a consciousness of God's presence. During painful times Friends need to sit with the pain and confusion. It is very often the case that discernment and appropriate action come most quickly when we invite them to come in God's time. Friends need to hold out for unity with God by frequently asking for worship in the moment and allowing it enough time. Friends also need to schedule worship. In either case Friends need to wait for God and not outrun their guide.

2. Develop and communicate a written plan before there is any allegation. Communicate that plan to the entire community. Communicate it regularly to parents, care providers, youth leaders, volunteers, clerks and appropriate committees. Develop an incident report form for use should there be an allegation of abuse and neglect. Consider developing a checklist for decision-making by those in the community who will be responding to any concern that is raised. (*See the "Forms" part of the appendix for samples of both types of forms.*)

3. Be sure that any incident form or response checklists are easily available ahead of time to anyone who would need them.

4. Identify who should respond to allegations. Insure those persons or committees are aware of their role and responsibilities. Insure that the community is aware of who responds. Appropriate clerks, staff and/or committees should review this yearly-- perhaps via annual report. Information about the responding committee (names/ phone numbers) should be included in the community and staff/ teacher/ volunteer literature.

In this discussion, those who are designated to respond to allegations will be identified as the Response Committee or R.C. The communities of the Religious Societies of Friends are diverse. Each meeting or Friends community should identify its own Response Committee. The Response Committees for different yearly meeting communities may be constituted quite differently. The Response Committee (R.C.) might be the ministry and counsel committee, the pastoral care committee, or the childcare committee. For a yearly meeting program it might be the Youth Program Committee or the Coordinating and Advisory Committee. It might be some other group specially designated by the Friends community. It is important that the Response Committee (R.C.) be more than one person. The R.C. should be identified ahead of time and periodically review its responsibilities. They should meet at least twice per year. They should communicate to the community regularly that they exist, who is on the committee, what their role is and communicate how they can be reached. The R.C. should report annually to the entire community about any activity, changes or suggestions for the community.

5. Insure that those who are identified (R.C.) to respond to allegations of abuse have appropriate information. They need to know and be able to review policy and guidelines for all community members working with children. The R.C. should be prepared to document its actions.

6. Insure that the R.C. knows the mandated reporting laws pertinent to all members of meeting. Mandated reporting varies for each state. The R.C. should have phone numbers and information for any state in which an event occurs and for any state in which a child lives. This information should include the daytime and 24-hour phone numbers needed for reporting. See additional appended material for the child protective government agencies in each state. The R.C. should periodically review mandated reporting web sites to keep abreast of any changes.

7. The RC should review the procedures ahead of time about what they will do should there be an allegation of abuse or neglect. They should be in unity with God regarding how they want to handle any concerns that they can foresee arising. These might include how to keep a child safe, how to separate the child and the alleged perpetrator, how they will contact the parents, when and how to share with the alleged perpetrator, whether to ask individuals to withdraw from times and activities to avoid contact between the child and the alleged perpetrator and what to say to the community.

8. Insure that the R.C. knows of counsellors and/or agencies that can support all parties involved in any allegations. This includes the alleged victim, alleged perpetrator and their family or friends.

9. The RC could identify a reputable expert in abuse and neglect that can consult to the community as needed. It may be helpful for this person to not be an integral part of the meeting community. The R.C. and clerk of the meeting should know how to contact this person quickly.

10. Insure that the R.C. knows of Quarter and Yearly Meeting personnel who can be called upon for advice and support. This might include New England Yearly Meeting (NEYM) Field Secretary, Christian Education Coordinator, Young Friends Coordinator, NEYM Ministry & Counsel, Permanent Board and NEYM Clerk. The R.C. should have the names and phone numbers of these individuals ahead of time.

11. Insure that the R.C. knows the insurance coverage of the meeting including who to contact-- name and telephone.

12. The R.C. may want to have the name of an attorney who has agreed to be available to consult should the need arise. For instance, the attorney could consult about how to proceed and could consult about risk of lawsuits. Sometimes when there is an allegation there are threats of a lawsuit. It is helpful to review this concern ahead of time because such threats can frighten and paralyse when they occur in the middle of a crisis. Being able to realistically respond and/or seek timely advice in response to such a threat can be enormously helpful.

13. The R.C. may want to make recommendations for training or education of community members. The R.C. and entire meeting should have education ahead of time about sexual abuse, abuse, substances, domestic violence and neglect. The R.C. should know that major crises might unfold in the community in ways that imitate individual dynamics among those immediately involved in the crisis. The R.C. should be prepared to deal with difficult issues. These could include fear, shock, denial, anger, distrust, miscommunication, and paralysis. Crises may unfold in the community in ways that imitate individual dynamics among those immediately involved. There is high risk of inadvertent re-victimization, mistakes, shame, role confusion, and power imbalance. Often there is increased isolation, poor boundaries, silence, inadvertent and purposeful collusion, forgetting and repetition of the problems. Frequently when someone is responsible for misconduct they react with outrage and blame the victim. However when people are mistakenly accused they may react in the same way. We need all the Divine help we can get for discernment. In regards to serious crises, the community should be prepared for a journey that may take years.

At The Time Of An Allegation:

1. At the time of the allegation, the youth workers need to contact the community. This will include some or all of the following: Response Committee, clerk, appropriate youth staff and/or coordinators, attorney, consultant, insurance.
2. When an allegation is made it is important to document the dynamics as they unfold. An incident report needs to be completed. The documentation should be written with the knowledge that it may be read by the affected parties at a later time. Taking the time to document the events can be an opportunity for calming down painful reactions and inviting discernment. This is often an opportunity for worship.
3. The R.C. should insure that all parties safe. The RC should do all it can to insure that any child and/or alleged victim is safe and separated from the alleged perpetrator. There should be immediate contact with parents or caretakers.
4. Report to the appropriate state agency. This should occur within 24 hours of the allegation. Document when and to whom the report is made. Will there be notification of the results of the report? Are there timelines and a description of what the state will do?
5. Contacting the alleged perpetrator can be complex. If the alleged perpetrator is a member of the community, they should be separated from any contact with the child. The R.C. should review how this would unfold. Is the child involved in activities at which an alleged perpetrator might be present-- first day school, excursions, social hours, worship? Does the alleged perpetrator need to be asked to absent her/his self from such activities? How will the community respond if the alleged perpetrator refuses?

If the alleged perpetrator of abuse or neglect is a family member, the R.C. and involved parties may need to plan how to identify and communicate with safe family members. Such planning and outreach may need to be done in the context of input from a state social service agency. That agency will often have specific recommendations and requests about how much to share. If the concern arises after hours or on a weekend key caretakers, community members and the R.C. need to know how to access after-hours emergency or hotline resources.

There will often be anger and confusion during such safety planning and activities. The R.C. should know that this is normal. It is usually not possible to know all that has happened at this point. Accurate information may be slow in coming. At the same time upset parties will want clear and immediate information and decisions. The R.C. members should do what they can to calmly support each other and other community members. At such times, the education, communication, and reports about safety issues that have occurred during the months and years before the event can make a huge difference.
6. The immediate action to make things safe needs to be balanced with confidentiality for all parties. Information should be shared with those who need to

know in order to support the child. Sometimes, when family members hear about such events, the pain that they feel is communicated to the victimized child creating inadvertent but devastating results. Parents may want to get advice before talking at length with their child about details of any alleged event. The best thing a parent can immediately do is to lovingly insure that the child is safe. Great care should be exercised in sharing the names of the involved parties. If a child has been victimized, the parents and family of that child have a right to exercise some control over how the information of the event is shared.

7. The R.C. could consult with experts about whether there is responsibility or ability to inform other communities about any allegations. For instance there have been instances in which a religious body gives a good reference and the person later perpetrates in another community. The perpetrator then moves on to yet another community and repeatedly uses the first reference.

8. The R.C. and others are strongly advised to communicate and consult with Yearly Meeting staff and/or Yearly Meeting Committees. There is usually wisdom, resources and history available from Yearly Meeting that can help the community in discernment and worship.

9. The R.C. clerk, staff and/or appropriate committee(s) should immediately and regularly monitor against conflict of interest. If there is even the appearance of conflict of interest adjustments should be made. Spouses, close friends and family members should not sit on the R.C.

10. Within the first few days, the R.C. and others should plan how to communicate with the entire community about any confirmed incident or (when appropriate) any allegations. This communication could be by letter. The letter should be carefully worded to be honest and forthright about what is and is not known. The letter should not share identifying or personal information about any of the parties involved. It is strongly advised that this kind of communication occur. It may very well generate pain and strong feelings in the community. Those reactions would probably occur anyway. This is a chance for the R.C. and others to plan how and what kind of information should be shared. If the community discovers painful information haphazardly it can more deeply damage trust and safety in the community.

11. Possibly plan community activities for communication and healing. If the community knows an incident of abuse, it is strongly recommended that a community meeting occur. It should be carefully planned with several trusted facilitators and input from people with expertise. Strong consideration should be given to inviting facilitators from other meetings, Yearly Meeting, and experts from outside the immediate community. The event may be marked by emotional turmoil, pain and hard questions. The event should be actively held in worship. Such events are often a first step toward healing. The facilitators should be clear about what they plan to share and what activities should occur.

One model used by some religious communities is described in a Methodist book titled Safe Sanctuaries, Reducing the Risk of Child Abuse in the Church by Joy

Melton: Begin in worship with the understanding that a statement of facts should be spoken. This statement should protect confidentiality but signal the determination of the meeting to address concerns. After 15 minutes of worship the group could then separate into small groups of 5 or 6 with a facilitator assigned to each group. Other facilitators would be available for extra support. Each group would encourage sharing with an effort to avoid judgment or debate. This small group sharing may take significant time. At a planned time the entire group would reunite for a time of worship and end at a scheduled time. Facilitators should plan to remain and be available for people's individual needs.

12. Follow-up with specific affected parties should be planned. This might entail visitation, worship, and clearness or support committees. Outreach should occur to all affected parties, the R.C., staff, volunteers, and others active in connection to the community response. Plans should be made for a review a few months later: Is there growth and healing? What have we learned? What changes do we want to make?

D. STATE REPORTING LAWS AND AGENCIES

Information current as of January 2005

National Hotline for Child Abuse and Neglect: 1 800 422-4453. Call this number to find out the hotline phone number to be used in your state to report abuse and neglect.

CONNECTICUT

Contact info:

Department of Children and Families Hotline: 1 800 842-2288
TDD Number: 1 800 624-5518

If you suspect that a disabled or elderly adult has been abused or neglected: 1 800 842-7303

In cases of domestic violence call the Hartford Interval House at 1 888 774-2900 or call the National Domestic Violence Hotline and ask for guidance: 1 800 799-7233.

The following is summarized from the Connecticut internet site on reporting abuse and neglect:

Who Must Report:

Connecticut law requires certain citizens to report suspected child abuse and neglect. These mandated reporters are people in professions or occupations that have contact with children or whose primary focus is children. The law requires that they report suspected child abuse or neglect. Under Section 17a-101 of the Connecticut General Statutes, the following are some of the legally mandated reporters (for a complete list visit the state web site or call the hotline and ask):

Any person paid to care for a child in any public or private facility, child daycare center, group day care home or family day care home which is licensed by the State, Battered Women's Counsellors, Licensed/Certified Alcohol and Drug Counsellors, Certified Emergency Medical Services Providers, Marital and Family Therapists, Physicians, Licensed Practical Nurses, Licensed Professional Counsellors, Members of the Clergy, Mental Health Professionals, Physician Assistants, Police Officers, Psychologists, Registered Nurses, School Guidance Counsellors, School Paraprofessionals, School Principals, School Teachers, Sexual Assault Counsellors, Social Workers, School Coaches or Coaches of Intramural or Interscholastic Athletics

What Must Be Reported

Mandated reporters are required to report or cause a report to be made when, in the ordinary course of their employment or profession, they have reasonable cause to suspect or believe that a child under the age of 18 has been abused, neglected or is placed in imminent risk of serious harm. (Connecticut General Statutes §17a-101a)

Internet Links:

Connecticut state government web site on child abuse reporting:
<http://www.state.ct.us/dcf/hotline.htm> ---This is a user-friendly site. It has direct links to the following two sites:

<http://www.state.ct.us/dcf/reptlaws.htm> ---This takes you to the "Summary of Reporting Laws" which begins with "What Mandated Reporters Need To Know". Here you will find a list of legally mandated laws and a description of the process of reporting as well as some information about any ensuing investigation.

http://www.state.ct.us/dcf/new_definitions.htm ---This site has definitions of child abuse.

Definitions of Abuse and Neglect:

OPERATIONAL DEFINITIONS OF CHILD ABUSE, NEGLECT, AND IN DANGER OF ABUSE

The following operational definitions are working definitions and examples of child abuse, neglect, and in danger of abuse.

- For the purposes of these operational definitions, the term *child* refers to any person under 18 years of age or any person under 21 years of age who is a DCF client.
- *A person responsible for a child's care* includes the child's parent, guardian, foster parent, an employee of a public or private residential home, agency or institution or other person legally responsible under State law for the child's welfare in a residential setting; or any staff person providing out-of-home care, including center-based child day care, family day care, or group day care.
- *A caretaker* is an individual in whose care a biological or adoptive parent or legal guardian has left a child on an extended basis and who exercises parental authority in the capacity of a guardian.
- The phrase *perpetrator given access to the child by the person responsible for the child's care* refers to those circumstances when the person responsible for the child's care uses poor judgment in entrusting the child to another individual who then causes injury to the child.

Abuse

- is a non-accidental injury to a child which, regardless of motive, is inflicted or allowed to be inflicted by the person responsible for the child's care
- includes:
 - any injury which is at variance with the history given
 - maltreatment such as, but not limited to, malnutrition, sexual molestation, deprivation of necessities, emotional maltreatment or cruel punishment.

Description/Examples: Sexual Abuse and Exploitation:

Sexual Abuse is any incident of sexual contact involving a child that is inflicted or allowed to be inflicted by the person responsible for the child's care. *Sexual abuse includes, but is not limited to, the following:*

- 1) rape
- 2) intercourse
- 3) sodomy
- 4) fondling
- 5) oral sex
- 6) incest
- 7) sexual penetration: digital, penile, or foreign objects.
- 8) Sexual exploitation of a child includes permitting, allowing, coercing or forcing a child to:
 - a) participate in pornography
 - b) engage in sexual behavior

MAINE

Contact info:

Bureau of Child and Family Services

To report child abuse or neglect call: 1 800 452-1999

Deaf/Hard of Hearing TTY: 1 800 963-9490

The following is summarized from the Maine Bureau of Child and Family Services internet links that are cited below:

Who Must Report:

The following adult persons shall immediately report or cause a report to be made to the Maine Bureau of Child and Family Services when the person knows or has reasonable cause to suspect that a child has been or is likely to be abused or neglected and when acting in a professional capacity (for a complete list visit the web site or consult the Maine law referenced at that web site:

Allopathic or osteopathic physician, resident or intern; emergency medical services person; physician's assistant; registered or licensed practical nurse; teacher; guidance counsellor; school official; children's summer camp administrator or counsellor; social worker; medical or social service worker; psychologist; child care personnel; mental health professional; law enforcement official; commercial film and photographic print processor; clergy member acquiring the information as a result of clerical professional work except for information received during confidential communications; any person who has assumed full, intermittent or occasional responsibility for the care or custody of the child, regardless of whether the person receives compensation; and any person affiliated with a church or religious institution who serves in an administrative capacity or has otherwise assumed a position of trust or responsibility to the members of that church or religious institution, while acting in that capacity, regardless of whether the person receives compensation.

What Must Be Reported:

Required report to district attorney. When, while acting in a professional capacity, any person required to report under this section knows or has reasonable cause to suspect that a child has been abused or neglected by a person not responsible for the child, the person immediately shall report or cause a report to be made to the appropriate district attorney's office.

Internet Links:

Maine state government web site with information on reporting child abuse:
<http://www.state.me.us/dhs/bcfs/abuse.htm>

Maine web site that has the Maine law listing who are mandated reporters and circumstances under which they are legally mandated to report child abuse—

<http://janus.state.me.us/legis/statutes/22/title22sec4011-A.html>

The Maine Bureau of Child and Family Services receives reports of suspected abuse and neglect. A description of this agency can be found at:

<http://www.state.me.us/dhs/bcfs/index.htm>

For a good summary of the Bureau's definitions of abuse and neglect look on the left side of this site and select "Child and Family Services Policy"

(<http://www.state.me.us/dhs/bcfs/policy/policy.htm>), open the "Child and Family Services Manual" and review the protective services sections. "Section IV.D" might be a good place to start.

Definitions of Abuse and Neglect

Title 22 MRSA, §4002 - Provides definitions

- a. Abuse or neglect means a threat to a child's health or welfare by physical or mental injury or impairment, sexual abuse or exploitation, deprivation of essential needs or lack of protection from these, by a person responsible for the child.
- b. Child is a person under 18 years of age.
- c. Custodial parent means a parent with custody.
- d. Custodian means the person who has legal custody and power over the person of a child.
- e. Jeopardy to health or welfare or jeopardy means serious abuse or neglect, as evidenced by:
- h. Serious harm means:
 - 1) Serious injury
 - 2) Serious mental injury or impairment, evidenced by severe anxiety, depression or withdrawal, untoward aggressive behavior or similar serious dysfunctional behavior
 - 3) Sexual abuse or exploitation. (See Section IV, Addendum A for Title 17A MRSA, §§251-255, Sex Offenses; Title 18 c. 93-B, MRSA, §2921, Sexual Exploitation of Minors; and Title 30, §508 Disclosure of Minor Victims of Sexual Offenses.)

- c. "Jeopardy to health or welfare" is that category of abuse or neglect which constitutes a threat of physical or mental injury or impairment or of sexual abuse or exploitation. A child must be adjudicated by the court to be in jeopardy before the court will issue a protection order regarding the child.
- 1) Jeopardy is evidenced by any of the following conditions of abuse and/or neglect when allowed to occur or caused by a person responsible for the child:
 - a) Serious physical injury or impairment - injury to specific bones or organs, impairment of specific physical functioning, impairment of physical health.
 - b) Serious mental injury or impairment - neurosis, psychosis, adjustment reaction dysfunction, impairment of normal mental development, as evidenced by severe anxiety, depression or withdrawal, untoward aggressive behavior, developmental delay or similar serious dysfunctional behavior.
 - c) Sexual abuse or exploitation - subjection by any person under 18 years of age to any of the acts treated as sexual offenses under the Criminal Code. (See Section IV, Addendum A)
 - 2) Jeopardy is evidenced by circumstances constituting a threat of any of the above conditions of serious harm, when those circumstances are allowed to exist or caused by a person responsible for the child.

MASSACHUSETTS

Contact info:

Child Abuse & Neglect Hotline: 1-800-792-5200

The following information is summarized from the internet links cited below:

Who Must Report:

To report possible child abuse or neglect in Massachusetts, you must first file an oral report by calling the Child-at-Risk Hotline at 1-800-792-5200 to notify the appropriate area office of the Department of Social Services (DSS). Adults who are legally mandated to report in Massachusetts include (for a more complete list visits the internet link cited below or review the Massachusetts law):

Physicians, Psychologists, nurses, public or private schoolteachers, educational administrators, guidance or family Counsellors, day care and child care workers (including any person paid to care for, or work with, a child in any public or private facility, or home or program), social workers, foster parents, police officers, school attendance officers including allied mental health and licensed human services professionals), psychiatrists, clinical social workers, drug and alcoholism counselors and priests, rabbis, clergy members, ordained or licensed ministers, leaders of any church or religious body, accredited Christian Science practitioners, or a person employed by a church or religious body to supervise, educate, teach, train or counsel a child on a regular basis.

Internet Links:

The general site for Massachusetts Department of Social Services is <http://www.mass.gov/portal/index.jsp?pageID=eohhs2subtopic&L=5&L0=Home&L1=Consumer&L2=Family+Services&L3=Violence%2c+Abuse+or+Neglect&L4=Child+Abuse+and+Neglect&sid=Eeohhs2> Here you will find links to topics related to abuse and neglect: reporting, definitions, warning signs, screening and investigation. There are also two publications that can be printed: "Parents Guide to Child Protective Services" and a "Child Abuse and Neglect Overview Booklet". The second booklet (31 pages) gives you extensive information on mandated reporting, Department screening and investigation, as well as other information on abuse and neglect.

For a quick summary of the reporting process and a list of mandated reporters see the following site:

http://www.mass.gov/portal/index.jsp?pageID=eohhs2terminal&L=5&L0=Home&L1=Consumer&L2=Family+Services&L3=Violence%2c+Abuse+or+Neglect&L4=Child+Abuse+and+Neglect&sid=Eeohhs2&b=terminalcontent&f=dss_c_can_reportin&csid=Eeohhs2

Description of Sexual Abuse:

MASSACHUSETTS DESCRIPTION OF SEXUAL ABUSE (taken from the website downloadable booklet cited above:

Sexual abuse occurs when an adult caretaker has any sexual contact with a child. This can happen through intercourse which is considered rape under Massachusetts General Law. It includes any oral, genital or anal penetration. Sexual exploitation and molestation are also considered abuse. These are defined as contact or interaction with a child, that is used to satisfy an adult's sexual needs and desires. This includes any verbally enticing language as well as fondling, masturbating or exposure of sexual organs by the adult. Sex between adults and children is never considered consensual.

NEW HAMPSHIRE

Contact info:

Bureau of Child Protection Child Abuse Report Line: 1 800 894-5533 or 603 271-6563 8-4:30 M-F. There is not way to contact the child abuse report line Monday - Friday after 4:30PM nor on weekends. For emergencies at these times reporters are advised to contact their local police departments.

Other ways to contact the Bureau of Child Protection:

Main Number: 603-271-4451, 8-4:30 M-F
Toll Free Number: 800-852-3345, 8-4:30 M-F
TDD Number: 800-735-2964, 8-4:30 M-F
Fax Number: 603-271-4729, 8-4:30 M-F

Street Address:
129 Pleasant St.
Concord, NH 03301-3857

Mailing Address:
NH DHHS Division for Children, Youth & Families
Bureau of Child Protection
129 Pleasant Street
Concord, NH 03301-3857

Who Must Report:

New Hampshire Statute requires any person with reason to suspect a child under age 18 has been abused or neglected must report that suspicion immediately to the Department of Children, Youth and Families (DCYF) Bureau of Child Protection.

If you have reason to suspect a child has been abused or neglected, contact DCYF by telephone from 8 :00 AM to 4:30 PM, Monday through Friday.

What Must Be Reported:

Proof of abuse and neglect is not required to make a report. Sometimes, people are unsure if a situation is abusive. Even if you're in doubt, call. DCYF has extensive experience in child protection. DCYF may find no abuse or neglect has taken place but may still offer assistance to the family.

Internet Sites:

<http://www.dhhs.nh.gov/DHHS/BCP/default.htm> There are links from this site that describe how to report, list the New Hampshire and Federal laws pertaining to child abuse reporting, describe the DCYF Bureau of Child Protection response to allegations of abuse and neglect, and list warning signs of abuse and neglect.

Definition of Sexual Abuse:

"Sexual abuse" means the following activities under circumstances which indicate that the child's health or welfare is harmed or threatened with harm: the employment, use, persuasion, inducement, enticement, or coercion of any child to engage in, or having a child assist any other person to engage in, any sexually explicit conduct or any simulation of such conduct for the purpose of producing any visual depiction of such conduct; or the rape, molestation, prostitution, or other form of sexual exploitation of children, or incest with children. With respect to the definition of sexual abuse, the term "child" or "children" means any individual who is under the age of 18 years. (New Hampshire Statutes, Child Protection Act, Section 169-C.3 (definitions) found on Internet site 6/05)

RHODE ISLAND

Contact info:

RI Child Protective Hotline: 1 800 742-4453

Other contact information:

Department of Child, Youth and Families (DCYF)
101 Friendship Street
Providence, RI 02903-3716
401 528-3502
e-mail: webmaster@dcyf.ri.gov

Who Must Report:

ALL persons in Rhode Island are required by law (RIGL 40-11-3) to report known or suspected cases of child abuse and/or neglect to the Department of Children, Youth, and Families within 24 hours of becoming aware of such abuse/neglect.

Internet Sites:

<http://www.dcyf.ri.gov/chldwelfare/> -- this is the general introductory site for Rhode Island Department of Children, Youth and Families, Child Protective Services.

http://www.dcyf.ri.gov/questions/quest_cps.htm -- this site is linked to the one above. It has frequently asked questions in regard to the protective and non-protective services of the Rhode Island Department of Children, Youth and Families.

http://www.rules.state.ri.us/rules/released/pdf/DCYF/DCYF_1248_.pdf -- this is the policy description that guides the Rhode Island Child Protective Services when they receive a report of abuse or neglect.

Definition or Abuse or Neglect: (found at the Rhode Island website– see links above):

Child abuse and neglect means the physical or mental injury, sexual abuse or exploitation, negligent treatment, or maltreatment of a child under the age of eighteen (18), by a person, including any employee of a residential facility, or any staff person providing out-of-home care, who is responsible for the child's welfare in a residential setting under circumstances indicating harm or threatened harm to the child's health or welfare. The term encompasses both acts and omissions on the part of a responsible person.

A person for a child's welfare includes the child's parent, foster parent, guardian, an employee of a private or public residential facility or other person legally responsible under state law for the child's welfare in a residential setting, or any staff person providing out of home care. Out of home care means child day care, i.e. family daycare, group day care, and center-based daycare.

VERMONT

Contact info:

Vermont Department for Children and Families
Family Services Division
103 South Main Street, Waterbury, VT 05671 (802)241-2131

Social Services District Offices are open Monday through Friday from 7:45am to 4:30pm. Call the number above for the local office telephone number or visit the first internet link listed below. For an after-hours emergency call 1-800-649-5285.

Who Must Report:

Vermont law requires legally mandatory reporters to report all suspected cases of child abuse and neglect. If they believe that a child has been abused or neglected they are required to report to the Vermont Family Services Division within 24 hours. For a complete list of mandatory reporters see the Vermont web site listed below or call the Vermont Family Services Division. Mandatory reporters include licensed practical nurses, mental health professionals, physicians, psychologists, registered nurses, any other health care providers, school guidance Counsellors, principals, teachers, child care workers, police, social workers, camp administrators or Counsellors, and clergy.

Internet Links:

Vermont state government web site on child abuse reporting:
<http://www.path.state.vt.us/cwyj/cabuse/tnrpt.shtml> -- there isn't much information on this site but it seems to be the introductory portal and has the current phone numbers.

http://www.path.state.vt.us/cwyj/manual/castoc.shtml#_INTAKE_AND_INVESTIGATION– this site lists policy web site locations for definitions of abuse and neglect as well the policy describing how Vermont responds to reports of abuse or neglect.

<http://www.path.state.vt.us/cwyj/publications/MandatoryReporting.pdf> – this site accesses a publication on mandated reporting in Vermont. This publication also includes a nice write-up on developing an organizational policy of mandated reporting.

Definitions of Abuse and Neglect: (taken from the Vermont State Government websites listed above).

- *Abused or neglected child* is a child whose physical health, psychological growth and development or welfare is harmed or is at substantial risk of harm by the acts or omissions of his or her parent or other person responsible for the child's welfare. Also, a child who is sexually abused or at substantial risk of sexual abuse by any person (33 VSA §4912(2)).
- *Child* is an individual under the age of majority (33 VSA 4912(1)).
- *(Child) Day Care Facility* is any place operated as a business or service on a regular or continuous basis, whether for compensation or not, whose primary function is protection, care, and supervision of children under sixteen years of age outside their homes for periods of less than twenty-four hours a day by a person other than a child's own parent, guardian, or relative (33 VSA Chapter 35 § 4902(2)).
- *Domestic Violence* is a pattern of assaultive and coercive behaviors including physical, sexual, psychological, emotional, and economic coercion that an adult or adolescent uses to obtain and maintain control over an intimate partner.
- *Emotional maltreatment* is a pattern of malicious behavior which results in impaired psychological growth and development (33 VSA §4912(7)).
- *Exploitation* is taking unjust advantage of another person for one's own gain.
- *Harm* (33 VSA §4912(4)) can occur by:
 - physical injury or emotional maltreatment;
 - failure to supply the child with adequate food, clothing, shelter or health care, including medical or non-medical remedial health care permitted or authorized under state law (33 VSA Chapter 49);
 - abandonment
- *Incest* is sexual relations between people who cannot marry under Vermont statute. According to 15 VSA, Chapter 1, Section 1 "A man shall not marry his mother, grandmother, daughter, granddaughter, sister, brother's daughter, sister's daughter, father's sister or mother's sister". Also, "A woman shall not marry her father, grandfather, son, grandson, brother, brother's son, sister's son, father's brother or mother's brother." (Note: First cousins may marry in Vermont.)
- *Impair* is to weaken, to make worse, to lessen in power, diminish, or relax, or otherwise affect in an injurious manner (Black's Law Dictionary).
- *Perpetrator* is an individual of any age who is determined to have committed child abuse or neglect.

- *Person responsible for a child's welfare* is the child's parent, guardian, foster parent or any other adult residing in the home who serves in a parental role; an employee of a public or private residential home, institution or agency; or other person responsible for the child's welfare while in a residential, educational or day care setting, including any staff person (33 VSA 4912(5)).
- *Risk of harm* means a significant danger that a child will suffer serious harm other than by accidental means, which harm would be likely to cause physical injury, neglect, emotional maltreatment or sexual abuse. (33 VSA §4912(4)).
- *Sexual abuse* is any act or acts by any person involving sexual molestation or exploitation of a child including, but not limited to, incest, prostitution, rape, sodomy, or any lewd and lascivious conduct involving a child. Sexual abuse also includes the aiding, abetting, counseling, hiring, or procuring of a child to perform or participate in any photograph, motion picture, exhibition, show, representation, or other presentation which, in whole or in part, depicts a sexual conduct, sexual excitement or sadomasochistic abuse involving a child (33 VSA §4912(8)).
- *Substantiated Report* means that the Commissioner or the Commissioner's designee has determined after investigation that a report is based on accurate and reliable information that would lead a reasonable person to believe that the child has been abused or neglected (33 VSA §4912(10)).

(State Laws Agencies word 6 21 05 b)

Sexual Abuse--- Additional Information

Child sexual abuse is any sexual act with a child performed by an adult or another child who is more powerful.

There is clear documentation of youth sexually abusing other youth. The coerciveness of youth-on-youth sexual abuse may be characterized by physical force, extreme social pressure or major age difference.¹

Sexual abuse may include exposure to sex, extreme sexual threats or suggestions, voyeurism, touch, sexual acts, intercourse, violence, humiliation or assaults. It might include fondling the child's genitals, getting the child to fondle someone else's genitals, mouth-to-genital contact, rubbing genitals on the child, or actually penetrating the child's vagina or anus. Other forms of sexual abuse include showing an adult's genitals to a child, showing the child pornographic pictures or films, or using the child as a model to make pornographic materials.

For each state's definition of abuse, neglect, or sexual abuse see "State Reporting Laws and Agencies" in the appendix.

When there is sexual abuse it is not unusual for the child to be threatened with harm to themselves, friends or family members if they tell. Frequently the child will be told that they will be in trouble or that they will not be believed if they tell. Sometimes the perpetrator of the sexual abuse tries to signal affection with gifts, words and actions during the abuse. However, there are also instances of children being emotionally or physically tortured while the sexual abuse occurs.

Boys and girls are sexually abused most often by adults or older children who are known to them and who can exert power over them. The victim knows the offender in at least 8 out of 10 reported cases. The offender is often an authority figure that the child trusts or loves. The offender persuades, bribes, tricks, or coerces the child to engage in sex or sexual acts.²

Many government statistics about child abuse are based on legally mandated information submitted by states to the U.S. Department of Health and Human Services Administration for Children and Families. This information is drawn from child-specific reports that were investigated by state child protective agencies. By virtue of

¹ Many authorities describe youth-on-youth sexual abuse. Three specific references for further information include Bolen, Rebecca, Child Sexual Abuse, Its Scope and Our Failure 2001, Cobble, Hammar, and Klipowicz, Reducing the Risk II, Making Your Church Safe From Child Sexual Abuse 2003, and an article by Frances Sink, Sexual Abuse in the Lives of Children, Martha Strauss (ed.) Abuse and Victimization across the Life Span 1990. In addition Gene Abel & Norma Harlow The Stop Child Molestation Book 2001 describes that many perpetrators begin their offending disposition and/or behavior as teens.

² For further discussion of the dynamics and/or incidence of victims knowing their perpetrators see Bolen op cit, Judith Herman Trauma and Recovery, and US Department of Health and Human Services Child Maltreatment Reports, latest report is for 2003.

this method of data collection, perpetrators in a caretaking role are probably statistically over-represented. For instance, Massachusetts does not mandate that sexual abuse be reported if the perpetrator is not a caretaker. In addition, when such reports are received they are screened out and therefore not reported to the Federal Government as an investigated allegation. The most valid estimates of child sexual abuse are based on prevalence studies done by random sampling of the adult population. Such studies ask adults to describe any abuse that occurred to them as a child. Even the results of these studies vary enormously because of the use of different definitions of sexual abuse, different methods of sampling (in-person, questionnaires) and differing numbers and types of questions. Results of prevalence sampling range from 1% to 16% of men reporting sexual abuse as a child. Women sampled in such studies report a 2% to 62% prevalence of child sexual abuse. Two careful reviews of sampling studies that attempt to control for variations in sampling techniques conclude that over 25% of women and over 10% of men are sexually abused in childhood.³ Prevalence studies indicate that at least 60% of all female child sexual abuse and at least 80% of all male child sexual abuse occur outside of the family. Girls in particular seem to be at similar risk from a variety of perpetrators. These include acquaintances, strangers, friends, family friends, authority figures, and dates or lovers.⁴

Studies that entail random sampling identify that children are at less risk of sexual abuse within their family. It appears that 60 -80% of all childhood sexual abuse occurs outside of the family. For female victims it appears that they are at risk from a wide range of groups.⁵

Studies and rates of reporting are variable, but a review of the literature on sexual abuse suggests there are deeply concerning patterns in our society that will continue unless there are major social and cultural changes:

³ There is much literature on sexual abuse of children. Good discussion of prevalence can be found in Bolen op cit, U.S. Department of Health and Human Services op cit, , Robert Freeman-Longo & GERAL BLANCHARD Sexual Abuse In America: Epidemic of the 21st Century 1998, Cobble, Hammar and Klipowicz, op cit, Kathleen Faller Understanding and Assessing Child Sexual Maltreatment 2nd edition 2003, Gene Abel & Norma Harlow The Stop Child Molestation Book 2001, and Anna Salter Predators: Pedophiles, Rapists, & Other Sex Offenders 2003.

⁴ Much of the literature on sexual abuse doesn't carefully look at the source of the statistics. Often the literature cites the U.S. Department of Health and Human Services information which is gathered from state government agencies that frequently addresses abuse by *caretakers only*. This would naturally over-represent family perpetrators. This issue is extensively addressed in Bolen, op cit and referenced Faller op cit p. 11. Both cite adult population studies describing that the majority of child sexual abuse happens outside of the family. The interested reader is also encouraged to review the Annual Data Collection Process in the U.S. Department of Health and Human Services statistical reports.

⁵ See Bolen and Health and Human Services reports for further information.

1/4 of all female youth and 1/10 of all male children will very likely be sexually abused before they are adults.

At least 60 % of all sexual abuse occurs outside of the family.

Girls in particular are at risk from a wide variety of circumstances and individuals. This seems to indicate a culture-wide risk of sexual abuse for girls.

In summary, there appears to be a societal epidemic of child sexual abuse.

Personal accounts of victims and studies indicate that children often wait months or years to share. Adults hope that the child would tell them or someone else about it. Yet, children who are being abused often have been convinced or threatened by the abuser that they must not tell anyone about it. The child often responds to this by not thinking about or putting the sexual abuse into worded memory. Therefore memories and initial statements about abuse may be vague and incomplete. The child may be “discovering” that what happened to them is not their fault, that it was abuse and that it might be safe to think or talk about it. For many victims, the act of clearly remembering or thinking about the abuse is initially experienced as if the event were happening again. Therefore the victim may sometimes only engage in increments of consciousness and disclosure. The amount of consciousness and disclosure may be dependent on how strong and safe the child feels about her/himself and the people around them. Often the child does not share for a long time because they do not feel that anyone is prepared to listen, believe or ask about the problem. To both themselves and people around them, the child may just hint about the problem. Some abused children may tell their friends about it, who may then tell an adult. Many children tell about abuse after a personal safety program is held at their school. Sometimes adults may have suspicions about abuse. Sometimes the adult to whom the child shares is shocked and angry even if they believe the child. The child may interpret their anger at the perpetrator as disbelief and anger at the child. Children have often been told by perpetrators that the child will be in trouble if they share. An angry response by the listener may cause the child to believe that the perpetrator's prediction has come true.⁶

It is hard to measure, but most professionals that work closely with victims feel that children rarely fabricate on purpose about sexual abuse. There are few instances in the U.S. Dept. of Health and Human Services studies when information was gathered about the incidence of intentionally false allegations of sexual abuse. In 2003, five states reported an incidence of intentionally false allegations that ranged .08 to 1.3%. All agree that when fabrication does occur, it is often because of suggestive questions. All of this information indicates that when there is an allegation of sexual abuse occurs it is important to take it very seriously. It is also important to make sure that someone expert in child sexual abuse interviews the child in a non-suggestive and safe context.⁷

⁶ For an excellent discussion of the fears and delays that the child victim might have in sharing see Herman op cit and Sink op cit. These writers are excellent in describing the child's state of mind and need for safety as is Faller op cit.

⁷ See U.S. Dept of Health and Human Services op cit, Christine A. Courtois, Recollections of Sexual Abuse 1999, and Judith Herman op cit,

Studies and accounts also indicate that many children who are sexually abused show no overtly noticeable signs for weeks, months or even years. Therefore reliance on watching for “common” signs of sexual abuse may contribute to false sense of security.⁸

Similarly, there are many different motives and types of sexual perpetration. Significant numbers of sexual perpetrators become very practiced at living a double life and presenting in highly trustworthy and admirable ways. They may be in committed relationships. They may have sons and daughters. Other types of perpetrators are briefly (opportunistically) active and then often refrain from abuse for a period of time before repeating the behavior. Even experts about sexual abuse emphasize that they generally cannot detect a perpetrator of sexual abuse by meeting them or spending time with them. Perpetrators are most often identified because they have been caught in the act, because they confess and/or because several different victims persuasively identify them.⁹

There is no reliable “profile” of victims or perpetrators of sexual abuse. The best way to prevent sexual abuse is not by detection, but by deflection and prevention. Parents and caretakers repeatedly ask if there are indicators of sexual abuse. There are indicators that sometimes occur. However the following indicators may have other causes besides sexual abuse. It is also important to remember that the absence of these indicators does not mean that sexual abuse did not happen. When children have been sexually abused it might cause the following:

- difficulty walking or sitting
- bruised or bleeding genital or anal areas
- frequent stomachaches, headaches, or extreme fatigue
- sexually transmitted diseases
- precocious sexual knowledge or behavior
- poor sleep and/or nightmares
- promiscuity
- inappropriate sex play
- running away or acting out
- unprovoked cruelty to animals or other children
- depression-- withdrawn, behavioral change, poor hygiene
- major change (more or less) in weight or eating
- difficulty concentrating or distractedness
- major change (more or less) in interpersonal boundaries or touch
- noticeable fear of a person or certain places.

⁸ Sink op cit pp. 91 & 95-104. Also see the discussion of asymptomatic child sexual abuse victims in Faller op cit p. 51. Also see British and Australian professional organization statements published in the extensive appendix of Courtois op cit.

⁹ See Anna Salter op cit; Cobble, Hammar, and Klipowicz, op cit pp. 12-14; and Joy Thornburg Melton, Safe Sanctuaries, Reducing the Risk of Child Abuse in the Church, pp. 17-20.

If the abuser is a friend or family member, you may be tempted to try and solve the problem yourself. However, when parents alone try to stop sexual abuse, they will most often be unsuccessful. If you suspect child sexual abuse speak with others who can give guidance. This might include a pediatrician or medical provider, a therapist with expertise, a clinic or a legal authority. It is important to confront your suspicions and ask for support and guidance.

For more information about indicators of abuse and neglect contact state agencies or visit their web sites. One can also contact the American Academy of Pediatrics by mail or internet. Another source of information on child sexual abuse or other forms of abuse is the National Committee for Prevention of Child Abuse, PO Box 2866, Chicago, IL 60690.

(Sexual Abuse Additional Information 6 20 05 c)

Child Safety: Getting Started

By Christel Jorgenson

from the Christian Education Newsletter, New England YM, February 2004, slightly altered with new info

Several factors have brought the issue of child safety to our Quaker meetings. Scandals in other churches have been in the news. Insurance companies are becoming more involved in setting standards in order to cover liability. We may have never given it much thought and now it seems to be important.

Of course, we Quakers could be priding ourselves on "it could never happen here." It isn't something we like to imagine as possible. It is a hard issue to consider, for any person, for any meeting. We quite naturally resist it. After all, with our small and close-knit community, our emphasis on honesty and compassion, the peace testimony. . . don't these give us a strong foundation for a healthy environment for our children? Yes. But it is not a guarantee. It can happen here. As well, we need to be aware of the issue because of the other environments our children find themselves in. Studies show disturbing statistics—that ten percent of boys and twenty percent of girls have experienced sexual abuse before the age of 18—and some studies show a higher percentage. Compassion for children requires that we take seriously our responsibility to minimize the risk of child abuse in our meetings and in our communities.

What should your meeting be doing?

Since this is a new idea for many of us, educating ourselves and our meetings is a place to start.

I am on a small task force that is investigating what other denominations and groups are doing by way of training programs, guidelines, and procedures, with the goal of developing appropriate guidelines and procedures for our

- organization that does not sell insurance or endorse providers.

yearly meeting's youth programs. We are considering how best to disseminate what we are learning and how it can be most helpful for the yearly meeting.

The most useful information I've found to date can be found at www.reducingtherisk.com. For a relatively low cost (\$49.95), you receive a manual, a training manual, a dvd with six video segments, and a year's access to the training materials on their web site. Whereas previously (I saw their materials from ten years ago) they emphasized liability, now they've moved the primary focus to the wellbeing of the child and the religious community, while not neglecting to give you pertinent legal information about liability and court cases. It's current (2003), thorough, and full of applicable examples and principles. The dvd has a twenty minute introduction that could be used effectively to lay out the reasons why a policy is important. The remainder of the two hours or so can be used for training, since it covers the major points of the manual. The training manual gives step by step meeting plans for various constituencies who will need to be informed and trained. The on-line training could be a solution for the problem of training people at a distance or who sign on after a group training. I think it's excellent. Two other resources could also be helpful:

- www.nonprofitrisk.org is the web site of the Nonprofit Risk Management Center, which is a nonprofit

Since their web site deals with lots of

- risk issues that nonprofits face, it worth browsing. Their publication titled *A Season of Hope: A Risk Management Guide for Youth-Serving Nonprofits* has lots of clearly presented useful information. You can order it in electronic or print form from their web site.
- *Safe Sanctuaries: Reducing the Risk of Child Abuse in the Church* by Joy Thornburg Melton, is a resource/workbook developed by the Methodist Church. It provides pragmatic information and step-by-step process suggestions. This book has already been helpful as Cambridge (MA) Meeting has begun a process to look for ways to be more pro-active in protecting the youth of the meeting.

One thing emphasized in all publications is that a program will fail if it is not a priority for the whole group/congregation. In the Quaker tradition of discernment, engaging the hearts and minds of the whole community around a serious issue would deepen the process and allow for more light and grace. In any process, our goal is not to lay blame, but to keep the focus on the children and our adult role as their protectors. Part of the process in Cambridge is also “to educate and empower children and youth to advocate for themselves and to speak up when they see or experience something that feels wrong.”

Criminal background checks can be a part of a screening process, but are limited in effectiveness and are not a substitute for applications and reference checking. In Massachusetts, there are laws requiring Criminal Offense Record Information (CORI) checks for volunteers in organizations whose work

might be is primarily to provide programs for children under 18 years of age. Many churches have determined that they should do these background checks. Amesbury Meeting (MA) was advised that they should do this, and all members and attenders who work or might work with the children agreed that their records could be requested from the state.

This may also be an opportunity for working with other faith communities in your area. Find out what other churches are doing, how they are training. You may be able to draw on their experience and find “fellow travelers” or even participate in their training program. Share what you learn with other meetings in your quarter or yearly meeting.

One weekend I completed a four-hour volunteer training program in a Catholic parish. I think they are rising from their crises with a very effective program. At the same time, it was deep-in-the-gut disturbing to hear testimonies from perpetrators and survivors. As a whole, the message was hopeful that awareness can prevent these tragedies.

I asked myself if it creates an atmosphere of apprehension and suspicion—and in the end, I think it does not. Soberness about our responsibility is more my sense of it. And it does not drown out the joy. The next day in worship, I found myself cherishing our children all the more—each little wiggle, giggle, and whisper. We have the privilege of being in community with such engaging, lively spirits. We need to protect this great gift from God.

An Outline of Ingredients

Cambridge Friends Meeting has been working on guidelines, procedures, and monthly meeting education. These things are in the formative stage, but are nearing completion.

When we set out, we needed a checklist for what we needed to include. Ours looked like this:

Elements of our Child Safety Policy:

- 1) Raising awareness and invoking participation of the whole meeting
 - a) Brochure/s
 - b) Written materials for newsletter and weekly announcements
 - c) Information and training opportunities
 - d) Formalizing annual/semiannual child safety processes (training, screening, etc)
 - e) Providing any assistance necessary to the First Day School coordinator to carry out the policies

- 2) Workers with children or youth
 - a) Screening
 - i) Application
 - ii) References
 - iii) Criminal Record Check?
 - iv) Interview
 - b) Training
 - i) Written materials
 - ii) Seminars
 - c) Supervision
 - i) Oversight of workers
 - ii) Staff-to-children ratio
 - iii) Guidelines for behavior
 - iv) Check list for safety of First Day School and events (ie youth retreats, childcare at meeting retreats)

- 3) Physical surroundings
 - a) Sleeping arrangements
 - b) Minimizing hazards
 - c) Transportation

- 4) Procedures for incidents
 - a) Child revealing abuse
 - b) Observed problematic behavior
 - c) Mandated reporting
 - d) Responding to allegations
 - e) Incidents made public

Forms needed:

1. Job application
 - 1a. Volunteer application
2. Reference
3. Telephone reference check
4. Driver
5. Incident report

Written statements needed:

1. Cover letter for applicants
2. Information letter for parents and others
3. A Minute of Concern from monthly meeting

HOW CAN I HELP PROTECT MY CHILD FROM SEXUAL ABUSE?

Talking about potentially victimizing situations can be similar to discussing other safety messages (what to do to cross the street, in case of fire, how to dress for certain weather). It is never too early. Other suggestions for talking with children to give them information without instilling fear:

Body Safety Rules can be discussed with children from as early as two years old.

- Give them an accurate working vocabulary for parts of the body.
- Discuss different types of touches: "good" or "happy" touches (hug or kiss from Mom, Dad, holding hands when crossing the street, piggy back ride); "bad" or "hurtful" touches (biting, hitting, pinching, pulling hair); "confusing" or "mixed up" touches (one that starts out as "good" then changes so that it gives the child a "funny feeling" (wrestling can be this way or some caresses).
- Differentiate between secrets and surprises. A surprise is something good that is eventually told. A secret is something that is never supposed to be told. Let your child know that s/he should always tell a scary secret that gives a "funny feeling".

Training in Assertiveness

- Say "NO" rather than giving reasons using weaker phrases like "Well, I don't think so."
- Shaking head to reinforce "NO"
- Establishing eye contact with someone the child is talking to.
- "No, Go, Tell".

Talk with your Children about their daily activities. Listen and encourage them to share their thoughts and feelings with you. Listening skills that enhance your child's ability to communicate include:

- Rephrasing your child's comments to show you understand, for example:
 - o Child: Danny wouldn't play with me today, and I'm not going to be his friend anymore.
 - o Adult: Danny wouldn't play with you! You must have felt very hurt and angry.
- Watching and believing your child's body language, for example:
 - o S/he says nothing is the matter but his/her lip is quivering. Believe s/he is sad or upset.
- Helping children understand their body parts and their right to personal body space (you can describe personal body space as a "magic circle" for younger children).
- Giving non-verbal support and encouragement (smiling, hugging, winking, patting on shoulder, making eye contact, reaching for your child's hand).
- Using a tone of voice consistent with the words you are using (being careful not to sound sarcastic, or condescending or all-knowing).
- Using encouraging phrases to show your interest and to keep the conversation going (such as, "Oh really," "Tell me about it," "Then what happened," etc.)

Discuss “OK” and “Not OK” Secrets

A secret about touches to their private parts is not their secret and should be told.

Let your children know that you want to know

Tell them if anyone forces or tricks them into an uncomfortable touch, you will believe them. Even if they had to do the touch, it isn't their fault and you will do whatever you can to protect them.

Practice “Keeping Safe” skills with your child

One way to start this is with the “what if _____” game. The “what if” game is very simple, and can be used with children as young as three years old. It can be used to teach general safety rules as well as to prepare children for people who may want to touch them in their private parts. For example, the parent can begin with: “What if you were lost and couldn't find your way home? What would you do?” The child then gets to play out the scene, learning to brainstorm different solutions to a common problem. You can be available to provide suggestions of your own. When your child feels comfortable with the game, you can ask: “What if someone touched you in your private parts and told you to keep it a secret? What would you do? Who would you tell?”

Do not insist that they obey blindly any adult in authority

In cases of uncomfortable touch, tell them they can say “NO”, even to adults they love and trust. This should apply to a range of interactions, including hugs, kisses, or sitting on someone's lap. Even if the intention of touch on the part of the adult is not harmful, the child should be supported in saying “NO”, or negotiating a different type of interaction/touch that they feel more comfortable with. You can help friends and relatives understand that they are helping to keep children safe by respecting their “NO”.

Help build your child's self esteem

This is crucial to preventing abuse of all kinds.

- Give praise to your child for effort as well as accomplishment. Eg, “that was a good try.”
- Help your child have realistic goals for him/herself (don't expect too much – failure can be a crushing blow”. His/her personal best is as valuable as a blue ribbon.
- When correcting, criticize the action, not the child.
- Helpful example: Climbing that wall was dangerous. You could have been hurt, so don't do it again.
- Hurtful example: You are so careless! Don't you know you shouldn't do something stupid like that?
- Give your child real responsibility appropriate to her/his age (this way they learn to be a valuable part of a team and derive a sense of accomplishment). You can consult with her/his teacher or day care worker if you aren't sure which tasks s/he is old enough to be responsible for.
- Show your children you love them. Hugs, kisses, and saying “I love you” help your child feel good about her/himself.

Make a list of House Safety Rules

List house safety rules (for children alone at home after school). Go over these rules together periodically to make sure your children remember them. These rules should include:

- Teach telephone safety.
Children should never reveal that they are alone. They should say, "My Mom/Dad can't come to the phone right now." They should be taught to hang up the phone if they receive an obscene phone call or if someone refuses to give his or her name. Teach your child to dial 911 for emergencies. Explain what an emergency is. Practice with them (on a play phone).
- Answering the door.
Young children can be taught to ask "Who is it?" and not to open the door unless an adult is present.

*From Pam Nelson, "Training Works"
For Friends Meeting at Cambridge, February 2005*

LITERATURE AND RESOURCES

WEB PAGES

www.uua.org/cde/ethics/balancing/

This Unitarian Universalist site provides the text of a publication: "Balancing Acts; Keeping Children Safe in Congregations" by Reverend Debra W. Haffner. It addresses education and policy, as well as issues around sex offenders in the congregation.

www.uua.org/cde/education/safetyguidelinestl.pdf -

This provides the Unitarian Universalist guidelines from the Pacific Southwest District for Child and Youth Protection

www.reducingtherisk.com - This site can be used for education, as well as purchasing training materials (manuals and dvd's). A subscription entitles access to these materials plus online training. It is focused on religious communities and is recommended by Church Mutual Insurance Company.

See "State Reporting Laws and Agencies" section for websites for the individual states, which also have helpful information. Vermont's is especially thorough and user friendly.

PRINTED MATERIAL

Manuals:

Reducing the Risk II; Making Your Church Safe from Child and Sexual Abuse – Christian Ministry Resources, by James Cobble, Jr., Richard R. Hammar, Steven W. Klipowicz, Church and Law Tax Report, 2003. Available from reducingtherisk.com

Reducing the Risk II; Making Your Church Safe from Child and Sexual Abuse , Training Manual by Steven Klipowicz, James Cobble, Christian Ministry Resources. Available from reducingtherisk.com

Safe Sanctuaries: Reducing the Risk of Child Abuse in Church, by Joy Thornburg Melton, Discipleship Resources, 2003.

Safe Sanctuaries for Youth: Reducing the Risk of Abuse in Youth Ministries, by Joy Thornburg Melton, Discipleship Resources, 2003
Article

Background reading:

Abuse and Victimization Across the Life Span, by Martha Strauss ed., 1990

Addressing Sexual Abuse in Friends Meetings, by the Working Party on Sexual Abuse of NEYM Ministry and Counsel, 1994. Available from the NEYM Office

Child Sexual Abuse: Its Scope and Our Failure, by Rebecca M. Bolen, Kluwer Academic/Plenum Publishers, 2001

The Courage to Heal: A Guide for Women Survivors of Child Sexual Abuse, by Ellen Bass and Laura David, Cambridge, MA: Harper and Row, 1988.

Predators: Pedophiles, Rapists, and other Sex Offenders by Anna Salter, Basic Books 2003.

Sexual Abuse in America: Epidemic of the 21st Century, by Robert Freeman-Longo and Gerald Blanchard, 1998

The Stop Child Molestation Book by Gene Abel and Norma Harlow, 2001

Trauma and Recovery, by Judith Herman, Basic Books, 1997.

Understanding and Assessing Child Sexual Maltreatment by Kathleen Faller, 2nd edition, 2003

ORGANIZATIONS

National Center for Missing and Exploited Children, 699 Prince St., Alexandria, VA 22314, www.missingkids.com

Center for the Prevention of Sexual and Domestic Violence, 2400 North 45th St., #10, Seattle, WA 98103, www.cpsdv.org

National Clearinghouse on Child Abuse and Neglect Information:
330 C St. SW, Washington, DC 20447, www.calib.com/nccanch

February 12, 2016

At Yearly Meeting in 2015, the Archives Committee was charged to work with a representative of Permanent Board on a Deed of Gift (DoG) transferring ownership and care of the Archives of the Yearly Meeting to Special Collections and University Archives of the W.E.B. DuBois Library at the University of Massachusetts, Amherst (SCUA). Karen Sanchez-Eppler of Permanent Board volunteered to assist us, and we began work on this charge, and several related issues, soon thereafter. The Archives Committee is now returning to Permanent Board with a nearly finished charge.

After two discussions with Rob Cox, reviewing his, and other, Deeds of Gift, and much thought about the process, the Archives Committee still felt very unclear about what the DoG was designed to do. Generally speaking, a DoG is designed to transfer ownership of records, but the Yearly Meeting and SCUA also needed a way to continue to communicate about future transfers. It gradually became clear that what was needed were two separate documents: the originally planned DoG and a Memorandum of Understanding (MoU). The former document would cover the transfer of extant records and provide a scaffold for the latter document. The MoU would cover in more detail arrangements for future transfers, handling of issues of privacy, and ongoing communication. The Committee came to see the MoU as a living document, reviewed annually, where changes, decided upon collaboratively between NEYM and SCUA, can be made. There are many kinds of changes that might become necessary in the future: technological shifts such as sending digital documents rather than paper ones (if meetings choose to do this), changes in either organization (new employees, committee reorganizations, and so on) which affect communication between the two, or changes in the records to be collected (meetings or committees being formed or laid down).

Once the Committee reached clarity on that point, it became easier to write the documents. It would have been helpful if clarity could have been reached before December of 2015, but things happen in their own time. The Archives Committee today brings to Permanent Board a Deed of Gift which has the approval of NEYM's attorney and Rob Cox. What we do not have is a finished Memorandum of Understanding. We have more than the beginnings of one, as can be seen in the submitted draft, but to complete this will take more work with Rob Cox, and it may well require the hiring of a temporary archivist to help us see what needs to be in the MoU. The Archives Committee asks that the Yearly Meeting go ahead with approving and signing the Deed of Gift and transferring the Yearly Meeting Archive to SCUA while we work with SCUA on shaping and finalizing the MoU.

Clarence Burley
Marilyn Booth Manzella
Eileen Crosby
Carol Forsythe
Brian Quirk
Nancy Slator
Mary Frances Angelini, Clerk

Representing the New England Yearly Meeting of Friends (Quakers) [hereafter “NEYM” or “The Donors”], I agree to convey to the Department of Special Collections and University Archives of the UMass Amherst Libraries (hereafter “SCUA”), all legal title that we can claim, copyright, and literary property rights in the following materials:

**Records of the New England Yearly Meeting of Friends
(referred to in this document as “The Collection”)**

as an unrestricted gift, except as specified in the accompanying Memorandum of Understanding and in the “restrictions and exceptions” below.

Restrictions and exceptions:

SCUA shall be responsible for all aspects of archival care of The Collection, including but not limited to description and arrangement, cataloging, preservation pursuant to accepted professional standards, digitization, promotion, interpretation, exhibition, and making works available for research and scholarship. NEYM understands and agrees that the location, retention, cataloging, preservation, and disposition of The Collection by SCUA will be conducted at SCUA’s discretion, in accordance with University policy and applicable law, and in consultation with The Donors. The Collection shall be available to NEYM or its designees for review, research and scholarship to at least the same extent as the general public. In the event that SCUA shall elect to dispose of The Collection or any of its constituent parts, such materials shall be returned at SCUA's expense to The Donors or to any third party The Donors shall designate. Should SCUA discover any body of materials to which NEYM cannot claim ownership, or in the event of a valid ownership challenge, SCUA will separate these materials, and SCUA and NEYM will follow the procedure in the Memorandum of Understanding to negotiate the return of the material.

To the extent that NEYM holds copyright to the materials in The Collection, NEYM grants to SCUA a nonexclusive license to exercise NEYM’s rights under the Copyright Act (17 U.S.C. §101 et seq.) and to authorize others to exercise these rights pursuant to a Creative Commons Attribution of SCUA’s choosing. Should SCUA discover any material in The Collection to which NEYM does not hold copyright, SCUA will notify NEYM at its earliest convenience, and refer to the procedures in the Memorandum of Understanding.

SCUA agrees to work with NEYM to develop policies to manage ongoing deposits of materials, and to record these agreements and changes in the Memorandum of Understanding.

SCUA agrees to work with NEYM to develop policies for materials in The Collection that pose concerns for privacy or sensitivity. This policy shall include the option for NEYM to request closing specified parts of The Collection that are deemed by NEYM or SCUA to pose such concerns. Such closure shall be for a limited period of time and of a duration clearly specified by mutual agreement between SCUA and NEYM. The process for determining such duration is specified in the Memorandum of Understanding.

Memorandum of Understanding

Part 1.

The Department of Special Collections and University Archives of the UMSS Amherst Libraries ("SCUA") and the New England Yearly Meeting of the Society of Friends ("NEYM") bring different gifts to the relationship; SCUA brings knowledge and expertise in managing, maintaining, and providing access to archival collections and institutional records. NEYM brings knowledge of the history and organization of itself and, more broadly, Quakers, and contacts and communications systems with and among NEYM and the individuals that form the corporate body called NEYM. Both parties also bring a willingness to work together to provide access to the records of the past and to manage current and future records.

This Memorandum of Understanding is intended to be a living document. Both parties understand and agree that changes in process and procedure may become necessary over time. This Memorandum of Understanding will serve as a place to record mutually agreed upon changes. At a minimum, both parties should review this document every year and they should both agree that it is working well. In the event that one or both feel that changes should be made, or new agreements and understandings recorded, they should collaborate to find a mutually agreeable processes and procedures.

The Collection will be transferred from The Rhode Island Historical Society (RIHS) to SCUA at SCUA's expense, and they will make the arrangements for the transfer with RIHS. As part of this transfer and the accession process, SCUA will create a list of the items in the collection and share that list with NEYM.

- Part 2. As stated in the Deed of Gift, SCUA and NEYM agree to work collaboratively to
- A. understand the content of The Collection, and resolve any ownership, copyright, and privacy issues that may arise during the cataloging of the collection, or once intellectual access to The Collection is given to the general public
 - B. develop systems of communication to aid the future collection of records from monthly and quarterly and the Yearly Meeting.

- Part 3. The Deed of Gift has four places that specifically refer the parties to the Memorandum of Understanding. This section contains the elaboration of policy and procedure. It is, however, not intended to limit either party to just those areas if both parties discover other areas that need mutual agreement. Sections may be collaboratively added, subtracted, or edited as the need arises.

A. Contacts and organizational structures

As an aid to collaboration, both parties will keep the other updated about who to contact to get help or support. For NEYM, possible points of contact include: the NEYM Archivists, the Clerk of the Archives Committee, any member of the Archives Committee, and the NEYM Field Secretary. All appropriate contact information are to be kept updated by NEYM. For SCUA, possible points of contact include: the Head of Special Collections and University Archives or the Curator of Collections. SCUA will keep contact information up to date.

B. Ownership Issues

1. NEYM agrees to convey to SCUA all legal title to The Collection as an unrestricted gift, except as specified in the Deed of Gift and this Memorandum.

2. SCUA agrees that in the event that it shall decide not to retain any materials within The Collection, all such materials shall be returned to NEYM, upon request, at SCUA's expense.
3. There are items in the collection which NEYM does not own. These items will be set aside during the accession process and the rightful owners contacted. Return of these items to their owners will be done at mutually agreeable times and places.

C. Copyright Issues

1. NEYM agrees to transfer all copyright and literary property rights in The Collection to SCUA in order to facilitate research use.
2. It is understood that NEYM can legally transfer only those rights which it owns; and that The Collection contains materials for which copyright ownership is uncertain or owned by other parties. In such cases, SCUA shall make it clear to researchers that it is the researcher's legal responsibility to obtain proper consent from the legal owner before publication.
3. Should NEYM or any of its constitutive bodies request, they may retain copyright for clearly designated portions of The Collection for a clearly specified duration. SCUA requests a nonexclusive right to authorize all uses of these materials for non-commercial research, scholarly, or other educational purposes pursuant to a Creative Commons Attribution, Noncommercial license. SCUA further requests irrevocable non-exclusive royalty-free worldwide perpetual license for all reasonable discretionary uses incidental to The Collection's inclusion in SCUA (including, but not limited to, digitization, exhibition, display, and research access) may implicate copyrights.
4. Requests to publish from any materials in The Collection for which NEYM elects to retain copyright, apart from those permitted under statutory copyright exceptions such as fair use, shall be forwarded to the NEYM Archives Committee for consideration.

D. Privacy and Sensitivity Issues

1. NEYM reserves the right to restrict research access to any body of records within The Collection due to concerns over personal privacy, confidentiality, or any other points of sensitivity. The request for closure must be given prior to transfer of the records to SCUA, and the materials designated for closure must be clearly identified, including specification of a firm date after which the records can be made available to all researchers.
3. The period of closure may be as long as necessary for the sensitivities to pass. In most cases, SCUA recommends periods of closure between ten and twenty-five years, though longer periods may rarely be appropriate. Materials deemed too sensitive ever to be made available to researchers should not be transferred to SCUA.
4. NEYM may request access to restricted materials during the period of closure; all other use shall be prohibited.

E. Ongoing Deposits

1. Future accruals to The Collection are expected and shall be deemed as falling under the terms of this agreement.
2. NEYM and SCUA will work to establish a regular schedule for transfer of future additions to The Collection, including records of NEYM, its Quarterly and Local Meetings, and other constitutive bodies.

Internal Nominating Committee Report to Permanent Board Feb.,2015

Clerk: Sarah Gant 2015 2018

Recording Clerk : Rebecca teele: 2015 2018

2016	2017	2018	2019	2020
#Sarah Gant #Sandy Isaacs Bruce Neumann Elias Sanchez Eppler Fritz Weiss Nancy Isaacs Elizabeth Szakowski	Holly Baldwin #Suzanna Schell Sara Smith Karen Sanchez Eppler Travis Belcher Hannah Zwirner	Susan Davies # Donn Weinholtz Jean McCandless Rebecca Steele #Jeremiah Dickinson Rocky Malin Leanna Kantt Justice Erikson	Ian Harrington Chris Gant Ginny Bainbridge Bill Walkauskas #Philip Stone #Deanna Chase #Carolyn Stone #Allan Kohrman	# Ben Guaraldi # Galen Hamman # Rosemary Zimmermann Anna Radocchia Tom Jackson Carole Rein

in second term (can't be reappointed)

* filling ut erm – can be reappointed 2 entire terms

Sub Committee	2016	2017	2018	2019
Clerks Nominating	#Allan Kohrman Ben Guaraldi	Fran Brokaw Donn einholtz	Marion Athern Leslie Manning	
Personnel	Rebecca Leuchak Jan Hoffman Bob Murray Edward Baker	Chris Gant Vacancy Elizabeth Szakowski	Neil Blanchard KarenSanchez Eppler	Travis Belcher Carl Williams
Internal Nominating	Patsy Shotwell Carolyn Stone	Susan Davies	# onn Weinholtz + arah ue Pennell	# +Patsy Shotwell # Carolyn Stone
YM Nominating at Large	Rhoda Mowry Virginia Bainbridge Vacancy	+ Sara Sue Pennell Richard Ristow Leslie mans	Connie incaid – Brown Marian Baker	
Student Grant Disbursement		Allan ohrman RebeccaLeuchak Justice Erickson Ian Harrington		
Friends Camp Nominating		Brad Bussiere Nichols Mary nowlton Leslie Manning		
NEYM Secretary Supervisor		Edward Baker		

Bold = Submitted for Permanent Board Approval + = not on Permanent Board

= in second term (can't be reappointed)

Storrs Friends Meeting

57 Hunting Lodge Road
Storrs, Connecticut 06268
860-487-1847

November 1, 2015

Greetings to Friends of New England Yearly Meeting:

This letter is carried by Gerald (Jerry) Sazama, a faithful member of Storrs Friends Meeting of the Religious Society of Friends. He is traveling among you with a concern he has titled "Quaker Spirituality: Hope for Troubled Times."

Jerry first requested approval of our Meeting to travel with this concern in 2011. As a result of our discernment process we were united in the knowledge that he was responding to genuine leadings of the Spirit. At a Meeting for Worship with Attention to Business held on March 20, 2011 we approved a Minute supporting his travel with this concern through 2014.

Jerry feels that he is called to continue to share this concern with Meetings in New England and has asked that his Travel Minute be renewed. After appropriate discernment, including consultation with his Support Committee and experiencing Jerry's workshop, we are again united in the knowledge that he is responding to God's call to continue to share this concern. At our monthly Meeting for Worship with Attention to Business held on October 25, 2015, we approved the issuance of this Travel Minute. Gerald plans to travel under this concern between 2015 and 2018 with annual reports given to Ministry and Worship Committee of Storrs Friends Meeting.

We commend Jerry to your loving care as he travels among you. We urge you to open your hearts and join him in seeking greater understanding of how Friends' experience and practice can guide us in these troubled times. We eagerly anticipate any response you may have to his presentation.

Yours in the Light,



Anna Andrews, Clerk
Storrs Friends Meeting

Report of NEYM M&C Clerk to Permanent Board, February 12, 2016

This past fall, and continuing with our meeting in February, Ministry and Counsel has been engaging with the report of the Working Party on Spirituality and Sexual Ethics, received last May. In September we were not clear to move forward with officially releasing the report, although we are sharing it informally within our monthly meetings and particularly with those serving on monthly meeting M&Cs. In November our annual retreat centered around engaging with the report, hearing from a panel of working party members and people who had served as readers for the preliminary document, threshing definitions of sexuality and spirituality in small groups, and then reacting to sections of the report.

In February we will be listening together to hear and discern how we are led to move forward with the report. Please hold us as we gather on February 13.

In addition to our engagement and discernment with the report of the working party, we are reflecting on the pastoral care needs of individuals and meetings in NEYM, to better respond to those needs. We are examining the work of the pastoral care team at sessions in 2015, and the ongoing work of the pastoral care working group of M&C to consider how best to respond to pastoral care needs of individuals, monthly meetings, youth programs, and NEYM as a body.

Our resources working group is engaged in identifying ways to strengthen our abilities as individuals and communities to draw out and nurture spiritual gifts. Our traveling ministries and intervisitation working group continues to encourage intervisitation and travel in the ministry within New England and beyond. In this time of year we are also preparing for sessions, and planning for how to receive and respond to the monthly meeting state of society reports.

Permanent Board
Agenda: 20 February 2016

Opening Worship, Remembrance of Nancy Isaacs
Welcome and Housekeeping

Roll Call
Minutes: 21 November 2015

NEYM Presiding Clerk's Report
NEYM Secretary's Report

Treasurer's Report
Finance Committee
Development Committee

Ad Hoc Committee on Good Governance for Friends Camp
Friends Camp Director Search

Personnel Committee
NEYM Child Care Policy

Archives Committee
Long-Term Financial Planning Committee

NEYM Nominating Committee
Internal Nominating Committee
Clerk's Nominating

Travel Minutes:
Betsy Cazden
Susan Furry
Rebecca MacKenzie
Benigno Sanchez-Eppler
Jerry Sazama

Informational Reports/Announcements:
Ministry and Counsel
Friends Camp
Puente de Amigos
Legacy Gift Committee
Student Scholarship Granting Committee

New England Yearly Meeting of Friends
Permanent Board Minutes
21 November 2015
Hanover Friends Meeting, Hanover, New Hampshire

15-99 Opening Worship: Permanent Board Friends met in worship at Hanover Friends Meeting, Hanover, New Hampshire. The Permanent Board clerk closed the time of quiet worship with a verse from an Epistle of John : “Perfect love casts out fear.” (1Jn 4:18)

15-100 Roll Call: Present: Clerk, Sarah Gant; Recording Clerk, Becky Steele; Virginia Bainbridge, Holly Baldwin, Travis Belcher, Susan Davies, Jeremiah Dickinson, Hannah Zwirner Forsythe, Christopher Gant, Ben Guaraldi, Ian Harrington, Nancy Isaacs, Sandy Isaacs, Allan Kohrman, Jean McCandless, Bruce Neumann, Anna Radocchia, Carole Rein, Elias Sanchez-Eppler, Karen Sanchez-Eppler, Suzanna Schell, Sara Smith, Carolyn Stone, Philip Stone, Bill Walkauskas, Donn Weinholtz

Ex Officio: Noah Baker Merrill (YM Secretary), Edward Baker (Supervisor, YM Secretary), Shearman Taber (Treasurer), Fritz Weiss (YM Presiding Clerk)

Regrets/Absences: Deana Chase, Justice Erikson, Galen Hamman, Tom Jackson, Leanna Kantt, Rocky Malin, Elizabeth Szatkowski, Rosemary Zimmerman. Ex officio: Robert Murray (Clerk, Personnel Committee)

Guests: Dulany Bennett, Benigno Sanchez-Eppler, Kathleen Wooten (YM Events Coordinator). Benigno Sanchez-Eppler brought greetings from FWCC Section of the Americas, with thanks for NEYM’s help and leadership.

15-101 Minutes: **Permanent Board approved the 26 September 2015 minutes with minor corrections.** The Clerk thanked Jeremiah Dickinson for ably filling in as recording clerk.

15-102 Yearly Meeting Presiding Clerk: Presented [an advance written report](#):

He is pleased with the theme of Sessions 2016: “Being the Hands of God: A Call to Radical Faithfulness”, and is thrilled to have Doug Gwyn as Bible Half-hour speaker. In addition to the time-sensitive public statements mentioned in the report, NEYM issued a statement after the attacks in Paris, [Choosing Love in a Season of Fear](#). Friends expressed great thanks and appreciation for the public statements issued so far.

In his oral report, the Presiding Clerk highlighted the work of Friends who serve on the Ecumenical and Interfaith Relations Committee (EIRC) and on Puente de Amigos in order to stress that the voice of the Yearly Meeting is Friends in New England, not just the Yearly Meeting Secretary and Presiding Clerk. The EIRC coordinates and encourages the involvement of NEYM Friends in the five existing state councils of churches in New England as well as other ecumenical and interfaith organizations. After

some discussion about the Massachusetts Council of Churches, which is currently going through restructuring, it was agreed that the Presiding Clerk, Clerk of Permanent Board and Coordinating and Advisory Committee will consult with Ministry and Counsel on ways to ensure that our Massachusetts participation is fully representative.

The Presiding Clerk also spoke to an announcement by Friends General Conference at its October meeting that it will undergo significant restructuring in light of successive \$500,000 deficit budgets. FGC reduced this year's deficit to \$200,000 by laying down Quaker Quest, closing the New Meetings project, reducing its subsidy to Quaker Books, cancelling couples workshops, and limiting support for visiting Friends, among other line items. FGC is going through a significant rethinking of its purpose.

Coordinating and Advisory in February will propose a way forward for the Youth Ministries Committee, and is also reconsidering the value of Committee Days.

15-103 The Yearly Meeting Secretary began and ended his oral report by quoting the poem "Fully Alive" by Dawna Marcova which begins, "I will not die an unlived life. I will not live in fear of falling..." The YM Secretary expressed gratitude to the Yearly Meeting for sending him to the weeklong Denominational Leadership seminar organized by Duke Divinity School's Leadership Education programs. He reported that it was a powerfully enriching experience that gave him a renewed sense of energy and clarity. He noted that he may have been the first Quaker to attend this Duke program, interesting in light of that fact that Parker Palmer's work is foundational to the workshop. The Secretary saw that many other denominations are asking the same questions as NEYM, and facing the same challenges.

The Secretary shared some insights from the workshop, particularly around a shift in "old" way thinking about a problem. While "old" way thinking uses an analytic/scientific approach to gather facts to define an issue in order to move to an optimal steady state, "new" way thinking, referred to as "whitewater," or "controlled ambiguity," accepts a permanent state of change, together with shared understandings of possible solutions, and a more community oriented (rather than top-down) approach to problem solving. People in leadership roles must create environments where risk is rewarded, experimentation is encouraged, and falling embraced as opportunity to learn.

The YM Secretary and the PB Clerk will attend a two-day workshop, "Beyond the Clergy: Engaging Lay Leaders in the Life of the Church," hosted by the Massachusetts Council of Churches in early December.

After discussing the NEYM archives, the **Permanent Board approved authorization for the YM Secretary to make expenditures from the Archives Revolving account to pay a contractor to help manage all aspects of the transition of moving our archives to the University of Massachusetts.** The Archives Committee (and Personnel Committee) will continue to consider how to fill the NEYM Archivist position.

In the meantime, monthly meetings are reminded of the importance of maintaining their archives until the YM archives are settled.

After consulting with the Clerk of Sessions Committee and the Presiding Clerk, the YM Secretary signed a five-year contract with Castleton University for annual sessions 2016-2020.

Following up on issues relating to employer identification numbers for NEYM and Friends Camp: We will use separate numbers for this calendar year. In the future, we will treat Camp employees as NEYM employees, using NEYM's EIN.

15-104 Treasurer: NEYM's deficit for FY 2014-15 now appears to be \$17,800.

Administration of the Anna M. Brown Fund, intended to help enable children of Quaker farmers in New England to attend Friends' schools: This fund has been little used in recent years. What disbursements there have been, have been made historically at the discretion of the YM Treasurer with little consultation. The present Treasurer is not comfortable with this practice and sought the approval of Permanent Board for disbursement of funds. For this academic year, **Friends approved authorizing the Treasurer to disburse funds from the Anna M. Brown Fund, pursuant to its purpose.** The Finance Committee has agreed to consider, and report to Permanent Board at its next meeting, whether the Finance Committee should serve as administrator of the Anna M. Brown Fund in the future.

15-105 Finance Committee: There was good attendance, primarily from Massachusetts meetings, at the committee's bi-annual "Money and Spirit" workshop held in November at Wellesley Monthly Meeting for treasurers, finance committee members and all others interested in Monthly and Yearly Meeting Finances.

The clerk of the Finance Committee reported having a "fantastic" meeting on October Committee Day. Committee members committed themselves to better outreach to Monthly Meetings. Members plan to visit MMs to hear what support they need and what NEYM could be and do for them. They will also share what NEYM already does for MMs and, when appropriate, discuss NEYM's need for support from MMs.

The Finance Committee clerk asked PB members to answer any requests for information about their MMs in a timely manner, and perhaps to accompany Finance Committee members when visiting MMs.

15-106 Development Committee. NEYM exceeded its goal for individual contributions in the fiscal year just ended. A challenge grant to attract new and increased donations was very successful. The \$10,000 challenge was met with more than \$20,000 in new or increased donations. The number of individual donors grew from 295 to 356, with new donations of \$6,000. The committee plans to better utilize the new database for more effective fundraising. The larger number of "Give Monthly" donors gives us stability.

15-107 Ad hoc Committee on Monthly Meeting Relationships (Intervisitation): The clerk of this ad hoc committee requested that PB's program for intervisitation be laid down. The program did not work, partly because of scheduling difficulties, but also due to a lack of clarity as to the purpose of the visits. Friends discussed the importance of deepening the connection between NEYM and the MMs. **Permanent Board approved the request to lay down its Ad Hoc Committee on Monthly Meeting Relationships.**

15-108 Long Term Financial Planning Committee: The committee requested information from NEYM committees: Sixteen of 23 committees responded in writing. The committee intends to distill this feedback into a report for Sessions about the work NEYM is doing.

Meanwhile, the committee suggested some actions in response to this feedback: A significant theme was "lack of communication." LTFPC is considering the creation of a snappy monthly newsletter to let New England Friends know what NEYM is up to. Other ideas: create a "skills database," host a retreat/workshop in Spring 2016 to discuss how NEYM committees work -- and might work better.

The PB was reminded that the vitality of NEYM comes from the inner life: from seed to shoot, to leaf, to fruit. Otherwise, NEYM is just a structure focused on goals and success.

15-109 Memorial Minute: Permanent Board heard the memorial minute for John Henry Foster, and referred it to the good care of the Clerk's table and Ministry and Counsel.

15-110 Friends Camp Director's report: After a wonderful summer last year, the Director is preparing for retirement and laying the foundation for the future of the Camp with a new director. With a special thanks to China Meeting, the Camp was able to renovate the meeting house. After a lively fall, the Camp is looking forward to a couples workshop in the spring. The director is also considering starting a senior fellows program to bring special resources to the camp. The PB recognized the special contribution of Nat Shed's work as Camp Director.

15-111 Ad Hoc Committee on Good Governance for Friends Camp: With thanks to Nat Shed for his valuable input, Jeremiah Dickinson, the clerk of Permanent Board's Ad Hoc Committee on Good Governance for Friends Camp, presented his report. The PB praised the committee's carefully discerned and far-reaching work and expressed gratitude for it. Among other items, the report addresses the relationship between the YM and the Camp, as well as the relationship between the YM Secretary and the Friends Camp Director.

Permanent Board discussed various aspects of the camp's governance, including the following: (1) adequately protecting child safety, (2) clarifying who has the authority to fire the Camp Director (the PB Clerk and/or possibly the YM Secretary), (3) budget checks and balances, (4) the YM Secretary's responsibility for ensuring child safety for

the YM as a whole, and (5) considering whether the Clerk of the Camp Committee and the Camp Director's supervisor should serve ex-officio on the Permanent Board and NEYM Personnel Committee. Permanent Board asked the committee to consider this input and bring the governance document to the next PB meeting, thanking the committee for its hard and good work.

15-112 Friends Camp Committee: Amended Budget: Permanent Board discussed and accepted the camp's operating and capital budgets.

15-113 Friends Camp Director Search: The job opening is posted on the NEYM website, as well as in other camp and Quaker venues. The application deadline is 15 February, 2016. The committee will meet after reviewing the applications and hopes to bring a recommendation to the May 2016 Permanent Board meeting.

15-114 Permanent Board Clerk Job Description: Friends approved the proposed job description, suggesting the following minor revisions: (1) the Clerk of Permanent Board and Clerk of Ministry and Counsel work in consultation with each other, (2) the PB Clerk has the authority to hire and fire the YM Secretary and the Camp Director, as outlined in the NEYM Personnel Manual, and (3) the Clerk is expected to serve a 3-year term; this 3-year term can extend the service of a PB member who would otherwise be term-limited from completing all 3 years.

15-115 Internal Nominating Committee: Permanent Board approved the following nominations: Travis Belcher and Carl Williams to Personnel Committee, Class of 2019; Edward Baker as YM Secretary Supervisor through 2018.

15-116 Yearly Meeting Nominating Committee: Permanent Board approved corrections to the Nurturing Friends Education at Moses Brown School: Carol Smith for the class of 2016, Liessa Stamm for the class of 2017, and Nia Thomas for the class of 2018. Hal Weaver has resigned from the FGC Committee.

15-116 Travel Minutes: **Permanent Board approved travel minutes for Susan Furry (Connecticut Valley Quarter), as well as for Minga Claggett-Borne and Jonathan Vogel-Borne (Salem Quarter).** C&A will discern whether the current process for handling travel minutes continues to make sense.

Travel Minute Reports: Friends accepted the reports of Ann Dodd Collins and Beth Gorton, and forwarded them to Ministry and Counsel.

Announcements:

December 1 is the first deadline for applications for grants from the Legacy Gift Committee.

Beacon Hill Friends House will be hiring a new residency manager and kitchen manager in the spring. They are also looking for new people to move in, especially older people, people of color, and couples.

Presiding Clerk report to Permanent Board
2-20-16

I have been busy since we last met in November. Coordinating and Advisory Committee has met monthly. We are making good progress at forming a robust and effective Youth Ministries Committee. This committee will meet at the April committee day. There is some immediate work that needs attention including tackling a child safety plan for Youth Programs (the current version is labeled "draft" and dated 2004), and strengthening the support to our youth staff as they find themselves doing more complex pastoral care for the youth and families involved in the youth program.

- *Coordinating and Advisory is asking Permanent Board to name the following individuals to the Youth Ministry Committee. Nominating Committee supports this list; but recognizes that C&A did the discernment. Carolyn Stone (Wellesley), Honor Woodrow (Framingham), Wendy Schlotterbeck (Durham), Brad Bussiere-Nichols (Portland) and Laura Hoskins (Putney).*
- *We also ask that Permanent Board name the presiding clerk as ex-officio to the YMC.*
- *We ask that Permanent Board work with the Youth Ministries Committee to identify an individual to serve as liaison between the two committees assuring that PB remains informed about the work of this committee.*
- Michael Anderson (New Haven), Susan Bainbridge (New London), Doug Lippincott (Framingham) and Mary Knowlton (Maine) were originally named to the YMC in 2014 will continue on the committee.

The purposes and procedures for committees are due for the regular three-year review in 2017. We intend to let committees know this is work before them and to think with intent about how their current purposes and procedures reflect the five priorities and purpose for the organization which was approved at sessions last August.

Sessions Committee is doing good work. Angela Hopkins, Judy Goldberger and Jay O'Hara have all agreed to participate; we have named elders for each. The agenda for sessions is continuing to emerge.

Since we last met Noah and I have agreed to sign onto an Amicus Brief on a Massachusetts church taxation case. Noah will be able to provide more details. I issued a letter from the presiding clerk drawing attention to one friend's minuted ministry to struggle for justice against racism. The call to address racial justice is widely shared and many friends are active in their witness. One of the concerns that I carried into the experience of drafting and releasing this letter is for how we as a body share the good news when a friend is called to a ministry.

Coordinating and Advisory Committee is aware that the pastored meetings in our body are struggling and need support. Currently Smithfield is without a pastor, as of Easter Smith Neck will also be, within the year Peter Crysdale will no longer be part-time at Allen's Neck. Ministry and Council has agreed to take up the responsibility of supporting these meetings, and supporting our pastors in their work as an urgent and current concern.

On February 7th I represented Friends in the ecumenical service celebrating the 200th anniversary of the founding of the AME church. This was a rich experience; which I am still processing.

To: NEYM Permanent Board, meeting on 2/20/2016
From: Noah Baker Merrill, Yearly Meeting Secretary

Dear Friends,

I hope you are all staying warm and dry on these dark winter days. Below are some brief updates from my work and the work of our yearly meeting staff in the past few months. I look forward to sharing with you in discernment this weekend.

Staff Support for the Archives transition

In support of the other ongoing work of the Archives Committee to complete the transition to a new home for the Archives, beginning March 1 we are increasing Office Manager Sara Hubner's time by one day a week (up to 1.0 FTE from 0.8 FTE) in order to provide additional support for the effort to engage meetings in the Archives transition. We plan to start by notifying them of changing requirements and helping them understand and navigate the process of restarting transfers of their materials. Funds for this increase will be drawn from monies set aside for the Archives transition. We will re-evaluate the need for this additional staff support at the end of the current fiscal year ending 9/30/2016.

Staff professional development

Responding to Permanent Board's direction to seek opportunities for executive coaching, I have identified a short list of executive coaches who come well recommended, either by the Friends Council on Education or by denominational leaders in other churches. I have begun brief interviews with the people on the list, and hope to select a coach to work with in an ongoing way within a week. This will be paid for with funds remaining from the amount approved by Permanent Board for my professional development last year.

As you may remember, through the support of the Lilly Endowment and the Massachusetts Council of Churches, Duke Divinity is for the first time in New England offering a foundational leadership training program in which at least one New England Friend—and one New York Friend –will participate. Kathleen Wooten has been admitted in her role as NEYM Events Coordinator, and as part of her staff development for the year. Program participants are invited to apply for a \$5000 grant to support innovative projects benefitting their denominational organization – which offers the prospect of a net financial gain to the sponsoring organization as they invest in their staff and overall organizational capacity.

Recent security upgrades

In response to a recent electronic security breach in which the email of one of the staff was hacked, I have worked with Communications Technology Coordinator Jeff Hipp to put in place stronger security protocols for our systems. None of the sensitive personal or financial data of Friends was compromised; we are treating

this as a warning and acting pre-emptively. We are working to improve the strength of passwords, encryption, etc. used on our database, website, email, and other accounts. For those with highly-sensitive access (such as Jeff and myself), we have put in place stronger measures such as multi-factor authentication. We are also exploring the use of an NEYM-owned netbook for volunteer computer tasks at Sessions, which would reduce the need for volunteers to access sensitive financial or personal data using a personal computer.

New email marketing provider

As part of our effort to improve how we use technology for communications work, we are transitioning to a new platform for email mass communication. The new service will provide greater integration with the Salesforce database, will allow us to more easily create visually clear, attractive and compelling templates for our email communications, and will provide easier sharing of our communications on social media. It will also be much easier for us to encourage Friends to sign up for updates on the issues they're most interested in, helping us target communications and build the size and quality of our email contact lists. I hope to have this transition complete by the end of April, if not before.

A healthy and growing database is an essential tool for improving the vitality of relationships among Friends throughout New England. While this overall question and the more specific matter of our mass email platform may seem like a mundane issue, I believe this is another key step in getting the tools in place to help us reach and engage a growing number of Friends in NEYM's work to support and strengthen the web of local meetings under our care.

Shoemaker grant received, awaiting response on QuakerSpeak proposal

Over the holidays we received the exciting news that the Shoemaker Fund has fully funded NEYM's joint proposal with NYYM entitled "Fostering Vibrant Multigenerational Meetings."

As Friends will recall, the three-year project involves collaborating with New York Yearly Meeting in an effort to strengthen the engagement of emerging adults and young families in our local meetings, and to document best practices in this work to share throughout our yearly meetings and beyond.

With the support and counsel of Personnel and Finance Committees, we have posted the three-year, grant funded half-time position of Young Adult Engagement Coordinator with a March 1 deadline for submissions, with the hope of hiring in March for an April start date. On March 1, Religious Education & Outreach Coordinator Beth Collea will also transition from 0.8 FTE (four days/week) to 1.0 FTE (five days/week), in order to support the additional collaboration and learning this grant will make possible throughout our two yearly

meetings. Beginning in March, I also hope to work with an evaluation consultant funded through the grant to develop a baseline survey against which we can measure progress, and to inform the strategies we may pursue in working with partner meetings.

We are still awaiting word on an outstanding proposal to Obadiah Brown's Benevolent Fund to support the participation of New England Yearly Meeting of Friends in the upcoming season of the QuakerSpeak video series, featuring local New England meetings, their life and ministries, and how they are responding to opportunities and challenges in bold and innovative ways.

Please see the attached *Memo on Status of Grants* for more information. As always, I am happy to answer questions, welcome input and ideas, and share the final proposal text by request. As the project gets underway, I will provide regular updates, and the most recent online issue of the New England Friend contains an announcement of the new grant-funded project. An important question as we go forward is how to communicate what is happening and involve participation of Friends more widely over the course of the work.

Sessions planning & preparation

One key effort underway this year with regard to Annual Sessions is updating the Sessions Handbook, documentation which has not been done for many years. In the process, we are making explicit much knowledge that has been implicit, clarifying volunteer job descriptions, and streamlining procedures in hopes of making Sessions run more smoothly and efficiently year-to-year. This has also included developing clear forms for committees and responsible parties to request space and other logistical needs at Sessions, as well as creating a unified timeline with deadlines for all major processes needed to implement Sessions. Kathleen Wooten (Events Coordinator) and John Humphries (Sessions Clerk) have provided essential leadership to this effort.

Emerging Practices in Quaker Outreach conference planning continues

Beth Collea and Kathleen Wooten are leading the organizing for a conference on Quaker outreach at Woolman Hill, April 29-May 1. Registration is filling up quickly for a working weekend bringing together active practitioners, with approximately 2/3 of participants drawn from within NEYM, and 1/3 visitors from other yearly meetings. All applicants for the limited number of spaces have been asked to provide background on their passion, leading and focus of their outreach work, in order to help us ensure broad representation and make the gathering as fruitful and practice-focused as possible.

We hope to benefit from and strengthen a wider community of practice, energizing work in our region and sharing what we are learning with the wider world of Friends. We plan to film the main panels of the event and share videos

as well as PDF resources from the workshops online.

SAGE program continues development

I continue to support Fran Brokaw and Lori Martin (for SAGE, which stands for “Support Across Generations for Elders) to develop a grant-funded program to train volunteers to work in elder care and advocacy with local meetings. The current work is to produce a print brochure for the program. SAGE, once under the care of the Committee on Aging, is now reporting on its work to Ministry & Counsel, with direct support and grant administration from NEYM staff.

Preparations are underway for a second training for volunteers in the autumn of 2016, building on the success and learning from the first, which was held at Woolman Hill in mid-December.

###

Memo on Current Status of Grants Administered by NEYM

2/20/2016

To: NEYM Permanent Board
From: Noah Merrill, Yearly Meeting Secretary
Re: Update on Status of Grants

Dear Friends,

Consistent with our new Policy on Grants, this memo is intended to provide a brief update to the Permanent Board on the status of grants and proposals in process or under NEYM administration.

As you are aware and will note below, NEYM has an active and longstanding partnership with Obadiah Brown's Benevolent Fund. We are also beginning to broaden our engagement to explore additional funding partnerships to help strengthen the life and ministry of Friends in New England.

Grants in process under the administration of NEYM:

- **From Obadiah Brown's Benevolent Fund**, totalling \$11,100 for graphic design, content creation and printing of NEYM outreach materials, and to fund an April 2016 practitioner's conference on Outreach in New England, to include significant participation and networking with Friends from other yearly meetings

Grants received since Sessions:

- **From Obadiah Brown's Benevolent Fund**, \$4600 to purchase equipment and provide training to develop NEYM's capacity to provide online streaming video of Quaker events to remote audiences in time for Sessions 2016
- **From Obadiah Brown's Benevolent Fund**, \$4998 to fund the production of a series of bilingual training videos in the Godly Play/Faith & Play approach to religious education, with special emphasis on the *jugar llenos de fe* Spanish-language curriculum translated and published by New England Friends
- **From the Thomas H. and Mary Williams Shoemaker Fund**, a three-year grant, with funding to NEYM totalling \$118,006, to foster multigenerational meetings in collaboration with New York Yearly Meeting. Funding will support a half-time Young Adult Engagement Coordinator to strengthen local meetings' capacity to engage and include young adults, increase the Religious Education & Outreach Coordinator's time by one day/week to 1.0 FTE (full-

time) to assist with creating a community of practice across the Northeast to share best practices and resource as they are developed; provide consulting support for program assessment and evaluation; and fund related expenses including publishing & travel costs

Proposals submitted:

- **To Obadiah Brown's Benevolent Fund**, \$10,000 to make possible NEYM's participation as a partner in Season Three of QuakerSpeak, an online video project of Friends Journal at quakerspeak.com. NEYM would be the first yearly meeting to partner in this way with QuakerSpeak, and video would be filmed in several parts of New England, highlighting the ways New England Quakers are exploring innovative approaches to ministry and addressing the challenges our local meetings face as we grow into the future of Friends.

Results of filming would be edited into final videos included in Season Three of QuakerSpeak, distributed online and to the entire QuakerSpeak viewership, and published in the Season 3 DVD.

Proposals under consideration, to my knowledge:

- As part of the **Foundations of Christian Leadership Program**, a partnership between **Leadership Education at Duke Divinity** and the **Massachusetts Council of Churches**, one or more "innovation grants" of \$5,000 for an NEYM participant to undertake a project of benefit to New England Yearly Meeting of Friends (as the denominational organization of the applicant). A small group of New England Friends are applying for the initial class of this new program, and each accepted participant is invited to apply for one of these grants, which are funded by the **Lilly Endowment**.

In keeping with our policy, this report and a report on current balances under NEYM administration was also shared with the Finance Committee in advance of their 1/30/2016 meeting.

###

Treasurer's Report to Permanent Board

February 8, 2016

Having closed the books for FY15 and completed the year end reports, I am now ready to begin looking at our accounting processes to see if there are ways in which we can begin improving them. There are two changes which will be implemented between now and Sessions. The first is the partial integration of the 'Operating Division' and the Friends Camp reporting. While there will be some consolidated reports, most of our regular financial reports will continue in their current form as the 2 units continue to operate independently.

The second change will be an increased visibility into the Continuing Projects line item. That is the account line in the Balance Sheet which contains the monies received as grants or designated for a specific project expected to continue over multiple fiscal years by the Yearly Meeting. In the past these did not add significantly to the time and effort required of our staff or other resources. The number of grants we are tracking and their size have both grown significantly this year, so we need to be more aware of the progress of these projects. Such a report should be in a form similar to that of the endowment funds and revolving accounts.

When reviewing the financial reports accompanying this report I noted that our liability Insurance is over budget. The YM made the payment to the insurance company to cover a monthly meeting for which we had received reimbursement last fiscal year. Our legal services line is significantly higher than might be expected due to the payment the YM portion of to Friends Camp legal bill. The contributions to the YM (monthly meeting plus individual) are about \$26,000 below what they were at this time last year.

And finally, Ben Guaraldi had made me aware that we had been spending some of the principal of the Freedmen's Fund over several years. In reviewing the fund's history I discovered a series of unrelated accounting errors. These have resulted in the reduction of the Freeman's Fund principal of roughly \$25,000. This is for your information only as this has been brought to the attention of C&A, Finance and RSEJ Committees and we are beginning to address it. Elias Sanchez-Eppler, clerk of the Finance Committee, and I are currently reviewing the records and determining what the exact amount is and to develop ways of addressing this situation.

Shearman Taber
Treasurer

NEYM
FY15 Operating Budget vs. Actuals (cls 100 thru 550 730)
October 2015 - January 2016

	Total		
	Actual	Budget	% of Budget
Income			
4010 Individual Contributions	23,911.42	135,000.00	17.71%
4020 Monthly Meeting Contributions	82,263.59	333,000.00	24.70%
4030 Organizations Contributions	1.00		
4050 Interest and Dividend Income		6,000.00	0.00%
4070 Books & Other Sales Income		18,000.00	0.00%
4072 Sales - Books		0.00	
4075 Sales -Other Items		0.00	
Total 4070 Books & Other Sales Income	\$0.00	\$18,000.00	0.00%
4080 Retreat Program Fees	11,951.00	50,000.00	23.90%
4085 Sessions Program Fees		210,000.00	0.00%
4099 Net Assets Released To/From	-73.20	20,000.00	-0.37%
Total Income	\$118,053.81	\$772,000.00	15.29%
Gross Profit	\$118,053.81	\$772,000.00	15.29%
Expenses			
5000 Staff		0.00	
5010 Salaries & Wages	93,962.96	279,852.00	33.58%
5020 Payroll Taxes	6,595.72	21,409.00	30.81%
5030 Benefits			
5033 Health Benefits	11,716.16	45,000.00	26.04%
5035 Retirements	8,746.04	27,985.00	31.25%
5040 Disability	505.80	1,600.00	31.61%
5045 Workers' Compensation	714.00	900.00	79.33%
5050 Spiritual Retreats		1,200.00	0.00%
5060 Staff Development		3,250.00	0.00%
Total 5030 Benefits	\$21,682.00	\$79,935.00	27.12%
Total 5000 Staff	\$122,240.68	\$381,196.00	32.07%
5100 General & Administration			
5110 Administration			
5120 Bank Expense	855.46	5,500.00	15.55%
5130 Contracted Services	75.00	6,000.00	1.25%
5140 Legal Services	5,045.92	7,750.00	65.11%
5150 Liability Insurance	3,230.49	3,000.00	107.68%
5160 Payroll Service	621.68	2,000.00	31.08%
5170 Recruiting Expense	192.10	2,000.00	9.61%
5180 Rent	4,675.00	9,350.00	50.00%
5190 Misc. Expense	2,079.00	2,100.00	99.00%
Total 5110 Administration	\$16,774.65	\$37,700.00	44.50%
5200 Office			
5220 Cleaning Services	66.00	265.00	24.91%
5230 Maint - Equip & Hardware		1,250.00	0.00%
5240 Postage	641.42	3,750.00	17.10%
5250 Office Equipment		3,250.00	0.00%
5260 Office Supplies	249.50	2,500.00	9.98%
5270 Printing & Copying	176.97	3,000.00	5.90%

5280 Software & Updates	1,509.65	2,800.00	53.92%
5290 Telephone	1,129.49	4,500.00	25.10%
5295 Misc. Office	275.00	600.00	45.83%
Total 5200 Office	\$4,048.03	\$21,915.00	18.47%
Total 5100 General & Administration	\$20,822.68	\$59,615.00	34.93%
5300 Travel & Conferences			
5310 Travel - Committee		3,000.00	0.00%
5320 Travel - Clerk	1,156.20	5,000.00	23.12%
5330 Travel - Programs	667.47	4,600.00	14.51%
5335 Travel - Representatives Travel	2,480.68	7,600.00	32.64%
5350 Travel - Staff	6,783.33	16,000.00	42.40%
5360 Travel - Ministries		400.00	0.00%
Total 5300 Travel & Conferences	\$11,087.68	\$36,600.00	30.29%
6000 Programs			
6110 Sessions Room & Board	10,000.00	170,000.00	5.88%
6112 Retreats - Room & Board			
6114 Room Rental	12,327.82	19,000.00	64.88%
6150 Food Expense	6,035.19	15,000.00	40.23%
Total 6112 Retreats - Room & Board	\$18,363.01	\$34,000.00	54.01%
6125 Program Expenses			
6105 Honoraria - Speakers/Wkshp Ldrs	4,802.66	12,500.00	38.42%
6115 Equipment Rental		5,100.00	0.00%
6121 Supplies and Other Expenses	1,876.74	9,100.00	20.62%
6165 Pre-Sessions Expense		1,000.00	0.00%
Total 6125 Program Expenses	\$6,679.40	\$27,700.00	24.11%
6130 Committee Expenses - General	983.46	32,040.00	3.07%
Total 6000 Programs	\$36,025.87	\$263,740.00	13.66%
6140 Books & Other Sales Expense			
6142 Books		7,000.00	0.00%
6145 Other Items for Sale		600.00	0.00%
6147 Consignment Sales		6,900.00	0.00%
Total 6140 Books & Other Sales Expense	\$0.00	\$14,500.00	0.00%
6200 Benevolence			
6310 FGC		13,066.00	0.00%
6320 FUM		13,066.00	0.00%
6325 FWCC		13,066.00	0.00%
6330 Friends' Organizations			
6328 Ramallah Friends School		100.00	0.00%
6335 AFSC		300.00	0.00%
6340 FCNL		750.00	0.00%
6345 QEW		300.00	0.00%
6350 Friends Peace Teams		100.00	0.00%
6355 FWCC 3rd World Travel		500.00	0.00%
6360 QUNO		200.00	0.00%
Total 6330 Friends' Organizations	\$0.00	\$2,250.00	0.00%
6575 Other Organizations		0.00	
6590 Ecumenical Organizations			
6592 State Council of Churches		4,000.00	0.00%
6594 NE Council of Churches		150.00	0.00%
6596 NECL		150.00	0.00%
6598 World Council of Churches		100.00	0.00%

Total 6590 Ecumenical Organizations	\$0.00	\$4,400.00	0.00%
Total 6200 Benevolence	\$0.00	\$45,848.00	0.00%
6600 Publications			
6610 Yearly Meeting Minute Book	988.25	3,000.00	32.94%
6620 New England Friend	3,799.44	4,500.00	84.43%
6630 Other newsletters	1.00	0.00	
Total 6600 Publications	\$4,788.69	\$7,500.00	63.85%
Total Expenses	\$194,965.60	\$808,999.00	24.10%
Net Operating Income	-\$76,911.79	-\$36,999.00	207.88%
Net Income	-\$76,911.79	-\$36,999.00	207.88%

Sunday, Feb 07, 2016 10:26:25 PM PST GMT-5 - Cash Basis

NEYM
Balance Sheet
As of February 1, 2016

	Total
ASSETS	
Current Assets	
Bank Accounts	
1000 Checking Accounts	
1005 TD Bank Checking	246,077.73
1040 Petty Cash	200.00
Total 1000 Checking Accounts	\$ 246,277.73
1020 Money Market Accounts	
1027 Commonwealth Brokerage	4,314.04
Total 1020 Money Market Accounts	\$ 4,314.04
Total Bank Accounts	\$ 250,591.77
Accounts Receivable	
1200 Accounts Receivable	0.00
1210 SLOA AR Principal Interest	8,489.68
1215 SLOA Principal Non Interest	47,561.78
1220 SLOA Interest Receivable	3,561.32
1230 CD sales receivable	0.00
1275 Book Sales	0.00
1277 Postage	0.00
Total 1275 Book Sales	\$ 0.00
Total 1200 Accounts Receivable	\$ 59,612.78
Total Accounts Receivable	\$ 59,612.78
Other current assets	
1075 Pooled Funds	2,022,839.04
1100 Accrued Receivables	-123.96
1110 Due to/from Friends Camp	1,517.38
1112 Camp Disability	24.47
1114 Camp - Retirement	2,419.44
1115 Camp Loan	0.00
1116 Camp Mailings	0.00
1118 Camp - Umbrella Liability Insur	0.00
1119 Camp Funds in Transit	0.00
Total 1110 Due to/from Friends Camp	\$ 3,961.29
1120 Employee Advances	0.00
1130 Student Loan Principal Rec.	0.00
1132 Student Loan Principal Non Inte	0.00
1135 Student Loan Interest Rec.	0.00
1140 Due to/from Sessions	0.00
1150 Prepaid Expenses	3,250.00
1190 Misc due to/from	0.00
1499 Undeposited Funds	0.00
Total Other current assets	\$ 2,029,926.37
Total Current Assets	\$ 2,340,130.92
TOTAL ASSETS	\$ 2,340,130.92
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	

Accounts Payable	
Accounts Payable	0.00
Total Accounts Payable	\$ 0.00
Credit Cards	
2005 Credit Card Elan St Marys	2,855.95
Total Credit Cards	\$ 2,855.95
Other Current Liabilities	
2010 Accrued Liabilities	0.00
2110 Federal Taxes	0.00
2120 State Taxes	0.00
2150 Health Insurance Premium	543.24
2155 Sect 125 Employee Withholding	402.56
2160 403B Retirement	0.00
Total Other Current Liabilities	\$ 945.80
Total Current Liabilities	\$ 3,801.75
Total Liabilities	\$ 3,801.75
Equity	
3500 Working Capital	74,797.31
3600 Board Designated Funds	0.00
3620 Faith & Practice Revision	40,386.19
3630 World Conference Travel	0.00
3650 Quasi-Endowment (Investments)	167,552.67
3680 NEFH Fund	0.00
3681 NEYM Future Fund	475,932.79
3682 NEYM Ministry Fund	757,496.34
Total 3680 NEFH Fund	\$ 1,233,429.13
Total 3600 Board Designated Funds	\$ 1,441,367.99
3700 Revolving Accounts	0.00
3705 Archives	16,985.20
3712 FUM Intervisitation	1,157.99
3713 FUM Earmarked Donations (per 2009-54)	858.28
3714 Peace Tax Fund	0.00
3715 Peaceworker	1,784.36
3720 Prejudice & Poverty	6,808.14
3725 Puente de Amigos	6,263.60
3730 Sufferings	4,939.42
3740 CE Pubs	0.00
3750 M & C Pubs	0.00
3755 Student Loan	155,783.93
3760 Young Friends Travel	3,110.96
3775 Continuing Projects	155,983.62
3780 FCNL Pass through	0.00
Total 3700 Revolving Accounts	\$ 353,675.50
3800 Permanently Restricted Funds	0.00
3802 Endowment Fund	0.00
38021 Unavailable	46,862.91
38022 Available	2,450.05
Total 3802 Endowment Fund	\$ 49,312.96
3804 Alice Needham	0.00
38041 Unavailable	16,103.41
38042 Available	852.52
Total 3804 Alice Needham	\$ 16,955.93

3806 Amy S. Hayden	0.00
38061 Unavailable	53,062.18
38062 Available	<u>2,809.09</u>
Total 3806 Amy S. Hayden	\$ 55,871.27
3808 Anna M. Brown	0.00
38081 Unavailable	33,900.35
38082 Available	<u>1,734.29</u>
Total 3808 Anna M. Brown	\$ 35,634.64
3810 Freedmen's	0.00
38101 Unavailable	117,418.42
38102 Available	<u>5,871.29</u>
Total 3810 Freedmen's	\$ 123,289.71
3812 FUM Foreign Missions	0.00
38121 Unavailable	43,401.21
38122 Available	<u>2,297.67</u>
Total 3812 FUM Foreign Missions	\$ 45,698.88
3814 FUM Home & Foreign	0.00
38141 Unavailable	6,076.46
38142 Available	<u>321.69</u>
Total 3814 FUM Home & Foreign	\$ 6,398.15
3816 FUM Ramallah	0.00
38161 Unavailable	54,878.26
38162 Available	<u>2,905.26</u>
Total 3816 FUM Ramallah	\$ 57,783.52
3824 Mosher Book & Tract	0.00
38241 Unavailable	64,433.96
38242 Available	<u>3,396.21</u>
Total 3824 Mosher Book & Tract	\$ 67,830.17
3826 Phillips/Purington/Hawkes	0.00
38261 Unavailable	23,375.15
38262 Available	<u>1,237.50</u>
Total 3826 Phillips/Purington/Hawkes	\$ 24,612.65
3828 Pittsfield/Varney	0.00
38281 Unavailable	7,298.16
38282 Available	<u>385.60</u>
Total 3828 Pittsfield/Varney	\$ 7,683.76
3830 Susan B. Kirby	0.00
38301 Unavailable	7,632.72
38302 Available	<u>403.98</u>
Total 3830 Susan B. Kirby	\$ 8,036.70
3832 West Falmouth Prep Mtg	0.00
38321 Unavailable	3,956.76
38322 Available	<u>209.47</u>
Total 3832 West Falmouth Prep Mtg	\$ 4,166.23
Total 3800 Permanently Restricted Funds	\$ 503,274.57
3900 Retained Earnings	0.00
Net Income	<u>-36,786.20</u>
Total Equity	\$ 2,336,329.17
TOTAL LIABILITIES AND EQUITY	\$ 2,340,130.92

Sunday, Feb 07, 2016 07:33:53 PM GMT-8 - Cash Basis

**Proposal to Permanent Board
From the Finance Committee
February 14, 2014**

Policy on electronic requests and authorizations for reimbursement

The Finance Committee recommends that disbursements and reimbursements for committee expenses and travel transition to a web-based system in which reimbursement request forms, receipts, and expense authorizations can travel from the individual requesting reimbursement to the authorizer and on to the Yearly Meeting office not only by post (as currently required) but also by email.

For example, committee members' reimbursement for committee expenses must be authorized by the committee's clerk. To be reimbursed, committee members submit a reimbursement form and any receipts to the clerk either electronically (attaching scanned copies of receipts and the reimbursement form) or by mail. To authorize a reimbursement, the committee clerk forwards the form and receipts with a note that they authorize the expense. The recommendation is that writing that they authorize the expenses in the body of an e-mail to the Accounts Manager with the necessary attachments (either as received electronically, or scanned in by the committee clerk, if received by post) be sufficient to authorize reimbursement. As before, the committee clerk may also mail their approval and supporting documents to the Accounts Manager. The Accounts Manager will print and file in hardcopy any receipts and authorizations received electronically.

The Finance Committee further recommends that the Yearly Meeting Secretary, as opposed to the Presiding Clerk of the Yearly Meeting, authorize representative travel.

All existing policies regarding check signing and electronic transfers apply to those for reimbursements.

Feasibility: Discussions with the NEYM Communications Technology Coordinator and the Accounts Manager confirm that a web-based system is feasible and will improve efficiency. It will be easier and quicker to inform key parties and disburse funds. Where NEYM members do not have electronic access, staff or other Friends can provide forms and process reimbursement requests in hard copy.

Information about current procedures, along with how forms are submitted, is already available at the NEYM website under *Resources for NEYM Committees*. See <http://neym.org/resources/committees>. These forms will be updated to reflect this new policy if it is adopted.

Common Reimbursements: Common examples are described below for reference.

Committee Budget Requests

Eligibility: Committee clerks & members for expenses outside other budget lines.

Authorization: Committee Clerk

Committee Member Travel

Eligibility: Committee members traveling to committee meetings.

Authorization: YM Secretary

Representative Travel

Eligibility: Representatives appointed by the YM to Friends' organizations for travel to those organizations' gatherings.

Authorization: Currently - Presiding Clerk; Recommended - YM Secretary

Request to Permanent Board regarding Credit Card Payments through NEYM
website from the Development Committee
February 20, 2016

Purpose: The Development Committee would like the staff to determine the feasibility of modifying the online donation system to allow individuals to make donations to their monthly meeting through the NEYM system. This would provide support to monthly meetings in their fundraising efforts.

Background: We now have an online system that allows monthly credit card donations to NEYM. Many Monthly Meetings do not have such a system and it is beyond their capabilities to develop one. This could make it more convenient for individuals to make donations to both monthly and yearly meeting and possibly increase donations to both. It could also be considered a service that YM provides to the monthly meetings, which would be in line with our commitment to our newly stated purpose to that end.

Action: In support of our goal of improving relationships and providing support to Monthly Meetings, the Development Committee suggests the following. **That yearly meeting staff investigate the feasibility of extending YM's existing credit card donation technology to monthly meetings** so their members could make donations to their Monthly Meeting on line using the same form or system as is used in donations to YM. We request that PB direct the YM secretary to provide a report on the logistics and costs of such an approach.

Further action: We also encourage a significant effort to improve the quantity and quality of the information in our database and ways in which it can be used to assist MM. We support the goals of the Long Term Financial Planning Committee to **expand the names in the database** beyond the current method of collecting the names and contact info only for session attenders and committee members. Having a "directory" that only lists current committee members also limits our ability to be in touch with each other. We believe that this would improve relationships with non sessions attenders, by allowing us to extend more communication to them, inform them of events around New England and about the resources that are available to them. It would also expand the financial support base beyond the current "inner circle" of Friends. The Development Committee feels this is an important area to explore as a way to strengthen our connections with Monthly Meeting attenders and members. Recognizing the sensitivity and complexity of this change, we urge starting this process soon so it may be thoroughly explored and implemented at the earliest opportunity.

We recognize the extension of the credit card collection system to Monthly Meetings will require additional resources to explore and implement and would be willing to contribute a substantial portion of our budget to this.

Sara Smith, clerk of the NEYM Development Committee

1. Friends Camp Mission Statement

The mission of Friends Camp is to give youth and families a unique outdoor camp for spiritual, emotional, and creative growth. Friends Camp strives to be a caring and accepting community that embraces the faith and practices of Friends (Quakers) as one of many ways of helping youth discern a true and healthy path into adulthood with group worship, recreational activities, artistic pursuits and work projects.

2. Friends Camp is owned and operated by the New England Yearly Meeting, Religious Society of Friends (Quaker). The New England Yearly Meeting has oversight and fiscal responsibility of Friends Camp in these areas:

1. The sale and purchase of property.
2. The approval of all loans, lines of credit, and mortgages lasting more that twelve months or beyond the end of the fiscal year.
3. The hiring, probation, supervision and dismissal of the Camp Director.
4. The convening of an ad hoc Friends Camp Review Committee every five years that will focus on one or more queries, such as: What is the mission of Friends Camp? How are Quaker values integrated into the programs and schedule at Friends Camp? What is the financial health of Friends Camp? Are there any safety concerns at Friends Camp? What is the condition of the camp buildings and property? Is Friends Camp an ongoing and vital ministry of the Yearly Meeting? Or any other issues of interest or concern.
5. Ongoing financial oversight, with regular professional reviews every third year, or as needed.
6. An outside review every third year by the American Camp Association's accreditation system.
7. Implementing and maintaining a successful nomination structure for the Friends Camp Committee.
8. The indirect oversight of the Friends Camp annual program budget and capital budget that is reported with the New England Yearly Meeting budget to Sessions for approval.
9. The assumption of all payments and debts that cannot be paid out of Friends Camp budget or accounts.
10. The duties and responsibilities of the Friends Camp Committee that are outlined in this document, as well as the mission of Friends Camp, can be changed or modified only by the Permanent Board and/or by New England Yearly Meeting Sessions.

3. Friends Camp Committee

The Friends Camp Committee is part of the governing structure for Friends Camp with specific duties and responsibilities for oversight of the camp operation delegated to it by the Yearly Meeting. The Camp Committee is under the general oversight of the Permanent Board and the Yearly Meeting Secretary, which have responsibility for all property and programs of the Yearly Meeting.

The Friends Camp Committee will conduct business in the manner and practice of Friends. As guidelines for their process and their discernment of policy, the Friends Camp Committee will use the Faith and Practice of New England Yearly Meeting of Friends and the governance

publications of the Friends Council of Education. The Committee will follow policies set forth in the NEYM Personnel Policy Manual in matters not specifically delineated in this document. In any discrepancy between the two documents, the NEYM manual will prevail.

4. Nominating Process for the Friends Camp Committee

(This section was approved by Permanent Board on May 10, 2014.)

Friends Camp Committee members shall be nominated by the Friends Camp Nominating Committee, which shall consist of two persons appointed by the Clerk of the Friends Camp Committee and three persons appointed by the Internal Nominating Committee of the Yearly Meeting Permanent Board. Appointments to the Friends Camp Nominating Committee shall be for two years, with an option for reappointment.

When making appointments to the Friends Camp Committee, the Friends Camp Nominating Committee will seek members who have experience and skills in finance, development, property management, personnel, business/not-for-profit leadership, education, accounting, law, youth services, and Quaker service and process.

This committee will nominate members to the Friends Camp Committee annually before June 30th for a term that will start on the last day of New England Yearly Meeting Annual Sessions. These annual nominations will be announced in the advance documents for the Yearly Meeting Sessions and will be approved by the Permanent Board and Yearly Meeting Sessions in August.

The new Nominating Committee shall also work with the Camp Committee Clerk and the Camp Director to provide orientation and training for new and current committee members.

As needed, the Camp Director and/or the Yearly Meeting Secretary may serve as ex-officio members of the Friends Camp Nominating Committee. Any Friends Camp Committee member may resign at any time by giving written notice of resignation to the Clerk or to the Recording Clerk. The Recording Clerk will notify the full committee and the Friends Camp Nominating Committee.

5. Camp Committee Membership & Terms

The number of Friends Camp Committee members shall be at least seven and no more than fifteen. At least two-thirds of the members of the Friends Camp Committee shall be members or active attendees of a Friends Meeting in New England Yearly Meeting. Each Friends Camp Committee member shall serve for a term of three years and shall be able to serve for up to three terms, or up to nine years. The terms shall be organized into classes of up to five members, so that one-third of the Friends Camp Committee is appointed or reappointed each year. A Friends Camp Committee member who has missed three or more consecutive committee meetings may be asked by the Clerk to resign.

Friends Camp Committee member vacancies may be filled at any time by the Yearly Meeting Friends Camp Nominating Committee. Friends Camp Committee Members who are given a midyear appointment will be assigned by the Recording Clerk to one of the three classes and will serve their first Friends Camp Committee term for one, two, or three years, based on openings in one of the three classes. Midyear appointments will be presented to Permanent Board at its next scheduled meeting for approval.

6. The Governance Practices of the Friends Camp Committee

The key areas of responsibility for the Friends Camp Committee are twofold: firstly, supervision and evaluation of the Camp Director; secondly, ensuring that the duties and responsibilities outlined in the committee position descriptions and the committee descriptions are carried out effectively to promote the mission and objectives of Friends Camp. The Friends Camp Committee shall have the responsibility and authority to define the vision, values, and the short

and long term objectives of Friends Camp. It will be the responsibility of the Camp Director to define and implement the tasks and actions needed to accomplish the objectives that have been outlined by the Friends Camp Committee.

Furthermore, the Camp Committee will define clearly the scope of authority of the Camp Director, and it will define the limitations of what the director can and cannot do.

Meetings of the Friends Camp committee shall be held three or four times each year, at a reasonable time and place designated by the Clerk. As needed, the Clerk may designate additional meetings.

The Friends Camp Committee meeting held between August 15th and November 15th shall be designated as the Friends Camp Committee Annual Meeting. During the Annual Meeting the Executive Council, committee chairs, and committee memberships are defined and will be in place until the next Annual Meeting.

The members of the Friends Camp Committee shall receive ten days of advanced notice of all meetings. This notice may be given in writing, in person, by internet, by phone, or by any other effective method. A quorum for the Friends Camp Committee shall be 50 percent of the current active members. A quorum for any of the committee sub-committee meetings will be at least two participants.

Members shall be able to attend the Friends Camp Committee meetings and sub-committee meetings in three ways: face-to-face, telephone, or internet, so long as all of the members can be heard and can share ideas and opinions. Friends Camp Committee members participating by telephone or by internet will count as part of a quorum.

The Friends Camp Committee and Clerk may set up sub-committees and appoint additional non-committee members to sub-committees, as it is deemed necessary, to help fulfill the mission and objectives of Friends Camp.

All Camp Committee members will be expected to join at least one of the standing sub-committees and to attend virtually all the Friends Camp Committee meetings. In addition to the regular committee members, non-committee member volunteers may be asked join one of the five standing sub-committees. Members of these sub-committees who are not on the Friends Camp Committee will have the option to serve without terms or limits on the length of service.

7. Budget process

The Friends Camp fiscal year will start on October 1st and end on September 30th.

Each spring the Friends Camp Committee will approve an operating budget and a capital budget for the Fiscal Year that starts on October 1st. Prior to mid-March of each year, these budgets will be forwarded to the Yearly Meeting Finance Committee. The Yearly Meeting Finance Committee or a subcommittee of the Finance Committee will review the Friends Camp budgets to see if they are: balanced, conform to generally accepted accounting practices and reflect realistic and sound fiscal management. The Yearly Meeting Finance Committee will not approve or disapprove any individual line or item in these budgets. If the Finance Committee has concerns about the overall operating budget or about parts of the capital budget they can make suggestions to the Camp Committee prior to the Camp Committee meeting on the first Saturday of May. The Camp Committee will review these suggestions and will make any needed adjustments in the budgets prior to the May Permanent Board Meeting. The Friends Camp operating budget and the capital budget will be presented with the Yearly Meeting budget for approval at the New England Yearly Meeting of Friends Sessions in August.

The Camp Director in consultation with the Friends Camp Committee is empowered to make needed budgetary adjustments during the Fiscal Year as follows. Any budget line items that go over, or are projected to go over, the budgeted amount at the end of a fiscal year can be adjusted by the Camp Director and the Friends Camp Treasurer as long the total amount of the overage is no more than three percent (3%) of the total budgeted expenses for the fiscal year. The additional funds to cover such a budgetary overage would come from available Friends Camp unrestricted or temporarily restricted funds.

If at any time during the fiscal year, overall expenditures are, or are projected to be, more than three percent (3%) over the approved budgeted amount, the Camp Director and Friends Camp Treasurer will submit a updated draft budget to the Yearly Meeting Finance Committee and to Permanent Board for approval.

Friends Camp monthly income/expenses and the balance sheet are reviewed by the accounting firm and by the Friends Camp Treasurer each month. The Friends Camp Treasurer reports quarterly to the Camp Committee on the financial health of Friends Camp. These monthly and quarterly reports will be shared with the Clerk of Yearly Meeting Finance Committee, the Yearly Meeting Treasurer and the Yearly Meeting Secretary.

The annual financial statements will be distributed to the Friends Camp Committee, the Yearly Meeting Finance Committee, the Yearly Meeting Secretary, the Yearly Meeting Treasurer and Permanent Board. If needed the Yearly Meeting Finance Committee can request that the Camp Committee provide progress reports on any capital projects.

The Friends Camp Committee shall adopt, and from time-to-time review, the fiscal policies that govern internal controls and other significant aspects of a sound fiscal operation. The fiscal policies shall assure that Friends Camp will have sound financial controls that are appropriate under generally accepted accounting principles, including ongoing financial oversight, with regular professional reviews every third year or as needed. The overall budget of the New England Yearly Meeting will include the expenses related to any professional financial reviews.

The Friends Camp Director, following NEYM policy, may accept on behalf of the New England Yearly Meeting of Friends contributions, bequests, or legal devises and trusts that are earmarked as donations for the benefit of Friends Camp.

8. Professional Leadership

The Camp Director is responsible for administering the programs of Friends Camp. The Camp Director is accountable to the Friends Camp Committee and shall work closely with the Friends Camp Committee to fulfill its visions and objectives. The Camp Director, as authorized by the board's fiscal policy, shall sign checks and enter into agreements which are necessary to carry out the objectives of Friends Camp. The Camp Director may hire staff members as authorized in the annual budget. The Camp Director shall be an ex-officio member of the Friends Camp Committee and all of the sub-committees, except the Personnel Committee.

All seasonal and permanent staff shall be supervised by and accountable to the Camp Director. Seasonal hiring shall be conducted in full compliance with the New England Yearly Meeting policies. Friends Camp shall not hire any employees who are members of the immediate family (spouse, grandparent, parent, brother or sister, son or daughter) of the Camp Director or any Friends Camp Committee members, unless the members of Friends Camp Committee approve.

9. Hiring & Evaluating the Camp Director

When needed, the Friends Camp Committee Clerk, Clerk of YM Personnel Committee, and the Clerk of Permanent Board will appoint a hiring committee. (They will follow the guidelines of the Yearly Meeting Personnel Policies in bringing the name of a new Camp Director to New England Yearly Meeting Sessions for hiring.) In some situations, an acting or temporary Camp Director may be needed to manage Friends Camp because of sabbatical, illness or resignation. If a temporary Camp Director is needed for these reasons, the Camp Committee Clerk, Clerk of Permanent Board, and the Yearly Meeting Secretary will meet to appoint an acting Camp Director. The appointment of a temporary Camp Director will be confirmed or rejected by the Permanent Board at its next scheduled meeting.

If needed, and only in situations that are critical to the safety of campers, staff, and guests, a major financial concern and/or any serious issue concerning the overall reputation of Friends Camp or the New England Yearly Meeting of Friends *and with the advice and consent of the Coordinating and Advisory Committee**, **the Clerk of Permanent Board** or the Yearly Meeting Secretary can put on probation or dismiss the Camp Director.

* This requirement for consultation with C&A is not currently a part of the job description for the Clerk of PB. Do we want to remove it here or add it there?

An annual evaluation of the Camp Director shall be implemented and facilitated by the Friends Camp Personnel Committee as described below. The Camp Director is hired at the New England Yearly Meeting Sessions and, following a probationary period, works until resignation or termination.

10. Friends Camp Committee Executive Council

The Friends Camp Committee shall have a Clerk, a Recording Clerk, a Supervisor of the Director, Clerk of Buildings & Grounds and a Treasurer with the Camp Director serving ex-officio. These positions will make up the Executive Council. Any committee member may hold two or more of the committee positions, except the Clerk, who may not also be the Treasurer. The Executive Council can conduct business on the phone, on the internet, or face-to-face, if a majority of the members are able to participate in the meeting. As needed and between Friends Camp Committee Meetings, the Executive Council may set important and time-sensitive policies in the areas of personnel, safety and finance.

NEYM PERSONNEL POLICY MANUAL

Submitted for Review by Permanent Board 2/20/16

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I. INTRODUCTION

New England Yearly Meeting of Friends (NEYM), a faith community of Quarterly Meetings and Monthly Meetings in six New England States committed to following the promptings of the Holy Spirit, employs a number of staff to support our work. This personnel manual provides guidelines and expectations for the working relationship between paid staff and their supervisors to guide them in their work for NEYM.

More important than the specific arrangements outlined below, which may change as needed, is our degree of caring for each other, our willingness to work in harmony with one another, and our ability to be open to the leadings of the Holy Spirit.

We sincerely desire that work for the Yearly Meeting, whether voluntary or paid, arises from prayerful attention to God's leadings. In the structure and policies of NEYM, we seek to provide fair working conditions that support paid employees in doing their best work. Together, both employees and Personnel Committee members have an opportunity to further God's work in the world through their service to NEYM.

II. EMPLOYEE OVERSIGHT AND NURTURE

NEYM has given the Permanent Board responsibility for employee oversight and nurture. The Permanent Board delegates to the Personnel Committee the fulfillment of that responsibility including making recommendations for personnel policy. As part of that responsibility, the Personnel Committee works together with the Yearly Meeting Secretary (YM Secretary), Finance Committee, Coordinating and Advisory Committee (C&A) and other committees with designated concerns for the work of the employees. As members of a community of faith, the Personnel Committee and the staff strive to draw out and hold accountable the right exercise of God's gifts in each employee as it pertains to his or her job in the Yearly Meeting and to his or her professional, personal, and spiritual growth.

The Yearly Meeting conducts business as an operating division based out of its office in Worcester, Massachusetts, and Friends Camp, a residential camp facility in China, Maine. For the sake of clarity within this document, the Yearly Meeting considers the Camp to be a wholly owned division under the oversight of the Permanent Board and the YM Secretary. Due to the distance and the complexity of camp operations, the management of the Camp is the responsibility of the Friends Camp Director, with oversight delegated to the Camp Committee, separately appointed by the Yearly Meeting.

A. EMPLOYEE STATUS DEFINITIONS

1. MANAGERIAL-LEVEL STAFF

New England Yearly Meeting currently has two staff positions hired by Yearly Meeting Sessions: the YM Secretary and the Friends Camp Director. These employees are hired by the Yearly Meeting in Session, upon recommendation of the Permanent Board. Their work is outlined in job descriptions, which are attached to this manual and approved by the Permanent Board. These two full-time staff positions have responsibility for supervising other staff members and are referred to as "managerial-level staff" within this document.

The YM Secretary is supervised by the Coordinating and Advisory Committee, which

delegates day-to-day supervision to the Supervisor of the YM Secretary. The job description for the YM Secretary is developed by the Personnel Committee and approved by Permanent Board.

The Friends Camp Director is supervised by a qualified Friend appointed by the Friends Camp Committee. The job description for the Camp Director is developed by the Camp Committee, reviewed and modified as needed by the Personnel Committee, and approved by Permanent Board.

2. NEYM ADMINISTRATIVE AND PROGRAM STAFF

Administrative and Program Staff are hired to meet specific needs of the Yearly Meeting and work under the direct supervision of the YM Secretary. Each staff member's work is outlined in a job description reviewed on a regular basis and, if modified, submitted to the Personnel Committee for approval. Pay rate and any possible benefits will be set by the supervisor within the policy and budgetary constraints of the Yearly Meeting. Any changes of salary or benefits will be communicated in a letter that will be kept in the employee's personnel file at the NEYM office.

a. Regular and Temporary Definitions

Regular employees are employed in an ongoing arrangement, under the terms of an appointment letter. All other employees are considered Temporary. Temporary employees generally work for a specified period, usually on a short term basis.

b. Full and Part-time Definitions

Full Time employees are generally expected to work an average 40 hours per week. All other employees are considered Part-time.

c. Benefits Eligibility

In general, Regular Full-time employees are salaried (Fair Labor Standards Act exempt) and receive full benefits as defined below. All other employees may be subject to limitation on benefits. Eligibility is described below in the section on benefits definitions, and ultimately determined in each case by the terms of the initial appointment or subsequent salary and benefits letter.

B. INDIVIDUALS NOT HOLDING EMPLOYEE STATUS

1. CONTRACTORS

Contractors are individuals or firms performing specific work for the Yearly Meeting and are hired by the YM Secretary. Contractors are not employees of the Yearly Meeting. In each instance, it is the YM Secretary who will determine in writing the scope of work to be performed, estimated time required for completion, associated fees, specific deliverables, and when the agreed work has been performed satisfactorily so that payment can be made. The Treasurer will inform the Personnel Committee of work done on a fee basis for the Yearly Meeting by giving the Committee an annual summary of all IRS Form 1099s issued.

2. VOLUNTEERS

Individuals may enter an arrangement of service to the Yearly Meeting whereby they receive some modest compensation — for example, stipends, honoraria, waived registration fees, or room and board at Yearly Meeting events. These individuals are not employees of the Yearly

Meeting and are not eligible for benefits. The Treasurer will provide the Personnel Committee with an annual report, at the end of each fiscal year, of individuals who received such compensation during the year, and the type and amounts.

3. FRIENDS CAMP STAFF

Under our current configuration, the Friends Camp in China, Maine is operated as a separate enterprise, with its own personnel policy and operating policies. With the exception of the Camp Director, the staff of Friends Camp are covered under a separate personnel policy approved by the Camp Committee and guided by the NEYM Personnel Manual.

C. PERSONNEL COMMITTEE

1. STRUCTURE AND REPORTING

The Personnel Committee has six to nine members who serve staggered three-year terms. The Personnel Committee chooses a clerk from among its members.

The Permanent Board appoints the Personnel Committee on the recommendation of its Internal Nominating Committee. In making appointments to the Personnel Committee, the Permanent Board considers interest and experience in personnel matters and experience in other parts of Yearly Meeting, such as Permanent Board, Coordinating and Advisory Committee, and other committees having contact with Yearly Meeting employees. In addition, the Clerk of Permanent Board, the YM Secretary, the Supervisor of the YM Secretary, and the Yearly Meeting Treasurer serve as *ex officio* members of the Personnel Committee, and the Clerk of the Personnel Committee serves as an *ex officio* member of the Permanent Board.

The Personnel Committee reports to Permanent Board. The Personnel Committee recommends new personnel policies and any changes to current personnel policy for approval by Permanent Board. The YM Secretary is responsible for administering the Personnel Policies. The authority of the Personnel Committee is limited to that granted to it by the Permanent Board, including but not limited to that stated in the Personnel Policy Manual.

2. RESPONSIBILITIES

The Personnel Committee develops policy governing employment of the paid staff of NEYM. It advises the YM Secretary and assists the YM Secretary in responding to concerns of employees. When necessary, it hears grievances from staff and assists with conflict resolution.

The Personnel Committee:

- a. reviews on a regular basis personnel practices, policies, and staffing structure; develops personnel policies for approval by Permanent Board; and documents them and maintains them as a manual;
- b. receives and reviews the job description for the YM Secretary, developed by C&A, and forwards to Permanent Board for approval;
- c. reviews and approves job descriptions for program and administrative Yearly Meeting staff;
- d. reviews, and forwards to Permanent Board for approval, the job description for Camp Director developed by the Camp Committee;
- e. makes recommendations on salary ranges, benefits, benefits policy, and other compensation for all staff;

- f. acts to resolve differences, or facilitate the relationship between the YM Secretary, supervisors and employees, either upon its own initiative or upon request;
- g. receives and reviews reports on personnel matters from the YM Secretary, including performance appraisals and recommended changes in job descriptions;
- h. ensures that an annual performance appraisal for all Regular staff takes place; and
- i. annually receives the performance appraisals from C&A for the YM Secretary and from the Camp Committee for the Camp Director.

D. STAFF SUPERVISION

1. YM SECRETARY

The YM Secretary will be supervised by a qualified Friend appointed by Permanent Board through its Internal Nominating Committee process for a renewable three-year term. We expect the Supervisor to the YM Secretary will have significant experience and a level of skill as a supervisor to leadership, as well as strong connections to the Yearly Meeting. The Supervisor will serve as a full member of both C&A and the Personnel Committees and will thereby serve as a liaison between these two committees. The YM Secretary will participate in an annual performance appraisal by C&A.

2. FRIENDS CAMP DIRECTOR

The Camp Director will be supervised by the Camp Director Supervisor. This person is appointed by the Friends Camp Committee and will be a member of the Camp Committee. The Supervisor will have regular supervision meetings with the Camp Director. He/she will also direct the Camp Director's annual performance appraisal process.

3. ADMINISTRATIVE AND PROGRAM STAFF

All Administrative and Program staff members shall be supervised by the YM Secretary. For each Administrative and Program staff member, the YM Secretary will:

- a. review and update the job description for Personnel Committee's approval;
- b. generate and sign an initial appointment letter with the employee (Appendix A);
- c. interpret Yearly Meeting policy to the employee;
- d. develop a work plan and annual goals with the employee;
- e. meet regularly with the employee;
- f. conduct performance appraisals;
- g. advise Personnel Committee on fair compensation for the employee;
- h. authorize reimbursement of expenses;
- i. pre-authorize substantial work-related travel and conference attendance or other significant work-related expenses; and
- j. plan for/ ensure provision for relevant and ongoing professional development.

III. SEARCH PROCESS, EMPLOYMENT, AND TERMS OF EMPLOYMENT

A. RECRUITMENT, APPOINTMENT AND REAPPOINTMENT

1. APPOINTING AUTHORITY AND CONFIRMATION

NEYM appoints the YM Secretary and the Camp Director upon recommendation of the Permanent Board. If necessary, the Permanent Board has authority to appoint these positions between Yearly Meeting Sessions. Other staff positions budgeted by the Yearly Meeting will be hired by the YM Secretary in consultation with the Personnel Committee and with input from relevant committees.

2. NON-DISCRIMINATION

NEYM will not discriminate in appointment of employees on the basis of race, ethnicity, age, gender, sexual orientation, gender identity, disability, national origin or religion; however, all other qualifications being reasonably equal, preference may always be given to members of the Religious Society of Friends.

3. BASIS OF CONSIDERATION

The initial consideration of applicants will be based on a letter of interest and current resume demonstrating qualifications that fulfill the written job description.

4. ANNOUNCEMENT OF POSITION AVAILABILITY

All current employees will be notified of any vacant position by formal or informal announcement and advertisement.

5. SEARCH PROCESS

A. When the YM Secretary or Camp Director position becomes vacant, or is expected to become vacant soon, the Permanent Board shall appoint a Search Committee of not fewer than 5 nor more than 7 members, including at least one member of the Personnel Committee. This latter person shall take responsibility for insuring good search process and communication with candidates (see Appendix – Search Procedures).

In the case of the YM Secretary, C&A should consider whether the appointment of an interim Secretary would be the more worthy option. If in agreement to move forward with a permanent appointment, C&A shall recommend the members of the search committee for approval by the Permanent Board. Efforts should be made to select a group that reflects the diversity of NEYM and includes members with significant experience relevant to a search for executive leadership. The Search Committee shall bring a recommendation on a single candidate. The Permanent Board shall, in turn, recommend a candidate to Yearly Meeting in its annual Sessions.

In the case of the Camp Director, the Friends Camp Committee Clerk will also be involved in appointing the Search Committee. One member of the committee should have professional experience in the hiring process. This person shall take responsibility for insuring good search process and communication with candidates (see Appendix – Search Procedures).

In some cases an acting Camp Director may be needed to manage Friends Camp because of sabbatical, illness, or termination. In such a case the Camp Committee Clerk, the Clerk of Permanent Board, and the YM Secretary will meet to select an acting Camp Director until a permanent Camp Director is hired and approved. The appointment of an acting Camp Director will be approved by the Permanent Board.

B. For filling an Administrative and Program staff vacancy the YM Secretary will conduct a search and administer the hiring process, in consultation with the Personnel Committee and

with the input of relevant staff and committees, with the goal of finding the best candidate for the position in a timely manner.

6. APPOINTMENT LETTER

Upon notification of an appointment:

The Personnel Committee Clerk will prepare an Appointment Letter for the YM Secretary (see sample in Appendix A). The Clerk of the Permanent Board and the YM Secretary will sign the Appointment Letter.

The Personnel Committee Clerk will prepare an Appointment Letter for the Camp Director (see sample in Appendix A). The Clerk of the Camp Committee, the Clerk of Permanent Board and the Camp Director will sign the Camp Director Appointment Letter.

The originals of these documents and the Employee Information Forms (see Appendix B) are filed in the employee's permanent personnel file, with copies provided to the Clerk of Permanent Board and the Treasurer. The YM Secretary shall ensure these documents are distributed and filed.

Administrative and Program staff who are Regular employees will receive an appointment letter prepared by the YM Secretary. The appointment letter will include the initial rate of pay and will enumerate any benefits that are available to the staff member. A copy of this letter will be filed in the employee's personnel file by the YM Secretary.

All NEYM staff will receive a letter at the beginning of each fiscal year detailing any changes in salary or benefits.

Temporary employees will receive a letter of employment that lists projects, rate of pay and the timeframe of their hire.

Contractors will receive a Statement of Work that describes the work they are accountable for, their rate of pay, as well as appropriate milestones and deliverables and estimated completion date.

7. ORIENTATION FOLLOWING APPOINTMENT

Following appointment, new employees shall be given orientation to the Yearly Meeting, its personnel practices, and their own working arrangements. The YM Secretary, or designee in the YM Secretary's absence, shall at the earliest convenient time: provide a copy of this Manual; assist the new employee in filling out the Employee Information Record and government forms consistent with Yearly Meeting policies (see Appendix Minutes Regarding Staff); assist in processing of required forms for salary withholding and benefit choices and registrations; and provide a briefing on office space, facilities, procedures, and work hours. All regular employees will be given a copy of the current edition of "Faith and Practice of New England Yearly Meeting" and are expected to familiarize themselves thoroughly with the beliefs, testimonies, and practices expressed therein.

B. JOB DESCRIPTIONS

There shall be written job descriptions for all employees. Current job descriptions for all staff are attached to this manual.

The Personnel Committee shall periodically, but no less than every three years, review and revise job descriptions. Substantial revisions to YM Secretary and Camp Director job descriptions must be submitted to Permanent Board for approval.

Job descriptions for NEYM Administrative and Program Staff will be written by the YM Secretary in consultation with the Personnel Committee and will be approved by the Personnel Committee. Final versions are filed in the personnel file of the employee.

C. WORK HOURS

1. FULL-TIME AND PART-TIME EMPLOYEES

A Regular Full-time employee is defined as one who works an average of 40 hours a week for 52 weeks a year allowing for specified vacation time, holiday time and leave time. Regular Part-time employees work some fraction of a 40-hour week for 52 weeks during the year. Temporary employees may work up to 40 hours per week but generally on a short-term basis.

2. OVERLOADS

The workload in NEYM is unevenly distributed throughout the year. If an overload condition persists, the situation should be discussed with the supervisor. If the problem continues, the supervisor shall report the situation to the Personnel Committee and alternative methods for addressing the overload will be developed. Recurrent periods of persistent overload indicate that the job description needs to be revised or that there is a mismatch between the employee's abilities and the demands of the job.

3. SESSIONS ATTENDANCE, WEEKEND WORK

Attendance at Yearly Meeting Sessions is mandatory for regular full-time staff members. (Usually the Camp Director's attendance is limited.) Attendance at committee meetings is expected if scheduled in the employee's work plan. Much of the workload of some positions falls on weekends; however, no employee should work more than three weekends a month, especially if travel is involved. Any absence not related to work should be cleared in advance with the supervisor.

4. COMPENSATORY TIME

When the necessities of work require more than 40 work hours in any one week, compensatory time off shall be taken as soon as feasible by an exempt employee to provide rest and relief. Compensatory time shall not be saved and added to future vacations or sabbaticals. Compensatory time may not be carried over beyond two weeks of its accrual.

5. OFFICE HOURS AND TELEPHONE AVAILABILITY

Office hours and telephone availability will be established on an individual basis and approved by the supervisor. Each employee's office hours and availability shall be conveyed to all major constituencies. Due to the nature of the work and the regional nature of the Yearly Meeting, many employees will work substantially away from the YM office. We must ensure that this is a satisfactory arrangement for both the employee and the Yearly Meeting.

6. NON-EXEMPT EMPLOYEES (FAIR LABOR STANDARDS ACT CLASSIFICATIONS.)

Employees who are not salaried will be paid time-and-a-half for any hours worked beyond 40

hours in any week.

D. PERFORMANCE APPRAISALS

Annually, the job performance of Regular Full-time and Regular Part-time employees shall be appraised. The YM Secretary (and the C&A Committee in the case of the review of the YM Secretary; the Camp Committee in the case of the Camp Director) oversees the specific calendar of events, taking into account the work plan of the individual employee. (See Procedures section for additional information.)

1. PHASE ONE

Early in the employment year each employee and his/her supervisor will jointly establish a work plan for the year, including priorities and performance objectives. Through the employment year, the supervisor compares implementation of the plan and the attainment of the priorities and objectives with the written activity reports provided by the employee, offering appropriate support, guidance, and coaching as needed.

2. PHASE TWO

The performance review appraisal of the YM Secretary and the Camp Director must be completed prior to Sessions; appraisals of all other employees may be completed between the end of Sessions and the conclusion of the fiscal year. The job performance of the employee is appraised in the Light, and the sense found in this meeting is minuted and sent to the Personnel Committee. In the case of the YM Secretary the letter originates from the C&A Committee and in the case of the Camp Director, the Friends Camp Committee. This confidential letter constitutes the formal Performance Appraisal, which is part of the employee's permanent file. Should the staff member be unable to unite with the sense of the appraisal, he or she may write a second letter that will be attached to the Performance Appraisal.

Administrative and Program-level staff who are Regular Full-time or Regular Part-time will receive an evaluation from their supervisor on an annual basis, generally during the late spring or summer. The process will include a self-evaluation, a meeting with the supervisor, and a written report that will be forwarded to the Personnel Committee and then filed in the staff member's personnel file. If there is a major discrepancy between the self-evaluation and the Supervisor's findings, the staff member may send a statement to the Clerk of the Personnel Committee who will attempt to resolve outstanding issues.

E. TERMINATION OF EMPLOYMENT

Termination of employment may be through an employee's resignation, by dismissal for cause, or due to the elimination of the position. Upon termination, employees shall be responsible for the dispensation of any retirement assets they have accrued during their term of employment.

1. RESIGNATION

An employee is free to resign during an appointment period; it is hoped that due consideration of the needs of the Yearly Meeting will be taken into account. A minimum of 30 days' notice is expected. When possible, the timing of termination should be planned by the employee and the supervisor. Notice of resignation should be given in writing to the YM Secretary. The YM Secretary will in turn inform the clerks of Permanent Board and Personnel Committee as soon

as possible. Any resigning employee shall receive payment for any accumulated vacation time.

2. DISMISSAL

Dismissal shall be for unprofessional, negligent or inappropriate behavior, or when, in the judgment of the supervisor, or the Permanent Board Clerk in the case of managerial-level staff, the staff member is persistently found not to be adequately meeting the requirements of the job description. Supervisors will consult with the clerk of Personnel Committee prior to communicating any intention of dismissal to the employee. The reasons for any dismissal shall be provided in writing. Notice of dismissal shall be in the form of a letter from the supervisor to the employee, with a copy to the clerk of the Personnel Committee, stating the reasons for action. Any dismissed employee shall receive payment for any accumulated vacation time.

A staff member may appeal a dismissal. In the case of an Administrative and Program-level staff member, written appeal should be sent to the Clerk of the Personnel Committee, who will discuss any action with the Committee after investigating the situation. In the case of a Managerial-level staff member, written appeal should be sent to the Clerk of Personnel Committee and the Clerk of Permanent Board.

3. ELIMINATION OF POSITION

The Yearly Meeting may eliminate a position due to changes in the NEYM budget or the restructuring of staff positions. In this case, the employee holding that position will be laid off. In the case of a layoff, the employee shall receive at least one month's notice. Employees being laid off shall receive payment for any accumulated vacation time.

4. MID-YEAR CHANGE IN STAFFING

In the event of mid-year changes in staffing caused by the resignation or dismissal of an employee, the supervisor may rehire to fill the vacancy within the limits of funds remaining in the fiscal year budget. However; a new structure or a different way to get the work done may be envisioned by the supervisor, in which case there should be consultations with the Personnel Committee clerk. Transfers of allocations between Yearly Meeting budget lines to accommodate mid-year changes in staffing shall be jointly approved by the Personnel Committee clerk, Finance Committee clerk and the clerk of Permanent Board and will be reported to Permanent Board. Any increase in funding level must be approved according to Yearly Meeting procedures.

F. CONFLICT RESOLUTION

Differences that persist between employees shall first be addressed with their direct supervisors, and subsequently by the YM Secretary. If the conflict cannot be resolved by these steps, the employee may request a review by the Personnel Committee.

G. RECORDS AND PERMANENT FILES

Each supervisor is responsible for maintaining appropriate records on an employee's work history and evaluations as well as records of vacation time accrued and used.

Employees are encouraged to keep daily records of their work, principally for their own use. Such daily records can be used in preparation of regular written staff reports, which shall be filed with

the employee's permanent records.

All employees' permanent personnel files shall be maintained at the Yearly Meeting Office. Administration of the files is the responsibility of YM Secretary. Elements of the file include an employee's application for employment, employee information form, approved job description, benefit election forms, regular written staff reports, records of vacation time accrued and used, annual reviews, employment letters and other materials or correspondence pertinent to an employee's record of employment. All materials in the personnel file will be signed and dated by the employee. The employee will be notified by the YM Secretary whenever any new document will be added to that employee's personnel file.

IV. COMPENSATION

A. SALARY RANGE

The Yearly Meeting desires to pay salaries commensurate with job responsibilities, experience and performance. The Personnel Committee establishes a salary range for Managerial-level staff positions in consultation with the Permanent Board and the Finance Committee. The range is reviewed each year and salaries are adjusted by the amount of any cost of living adjustments (COLA).

Salaries and wages for Administrative and Program staff will be based on recommendations of the YM Secretary made to the Personnel Committee, and by that Committee's work on the "NEYM Staff" section of the Yearly Meeting budget in consultation with the Finance Committee.

B. COST OF LIVING ADJUSTMENT

The Yearly Meeting strives to provide annual cost-of-living adjustments (COLA) to the salaries paid to its employees. The COLA is based on the Consumer Price Index – All Urban Consumers (CPI-U) for the Boston area as published by the U.S. Bureau of Labor Statistics. January to January figures are used to determine the percentage increase.

C. MERIT INCREASES

Salary merit increases will also be considered by the Personnel Committee on an annual basis. The factors influencing merit increase recommendations are performance appraisals, experience, and the resources of the Yearly Meeting.

D. COMPENSATION PROCEDURES

1. NEW HIRE: MANAGERIAL-LEVEL

The Search Committee informs candidates of the pay range in the search process. The salary is negotiated between the clerk of Permanent Board and the approved candidate within the established range and is reported to and approved by Permanent Board.

2. NEW HIRE: ADMINISTRATIVE AND PROGRAM-LEVEL

The supervisor sets the starting pay within the budgeted amount.

3. CONTINUING STAFF

Salary and benefits are established as part of the Yearly Meeting's budget process. Thus, adjusting salary and benefits is an annual process that begins in the early winter. In January or early February, staff members are invited to meet with their supervisor regarding salary and benefit issues. Supervisors are in turn invited to correspond or meet with the Personnel Committee regarding the salary and benefits issues of their employees. Personnel Committee forwards its recommendations regarding overall percentage increases for cost of living adjustments and merit raises to the Staff, Finance Committee, and Permanent Board in time for consideration at Finance Committee's mid-winter meeting. There will be further consultation between the Personnel and Finance Committees prior to Finance Committee's presentation of the entire budget to Permanent Board in the spring. Final approval of compensation, benefits, and expense budgets rests with the Yearly Meeting.

E. PAYDAY

Salaries are paid on a monthly basis, generally on the 15th day of the month. Employees who are not salaried are paid on a bi-weekly basis following procedures set by the Treasurer.

F. PAYROLL DEDUCTIONS

All payments are made subject to deduction of appropriate withholdings in accordance with prevailing U.S. and state regulations, including Social Security and Medicare; however, the Yearly Meeting will not withhold Social Security or Medicare tax for employees who are classified as ministers.

V. REGULATED OR DEFINED BENEFITS

A. EMPLOYER'S COSTS

1. SOCIAL SECURITY AND MEDICARE

The Yearly Meeting will pay the employer's share of Social Security and Medicare taxes for all employees. Employees considered ministers by the Yearly Meeting are classified, for tax purposes, as independent contractors according to IRS regulations. Therefore, the Yearly Meeting does not contribute Social Security or Medicare (FICA) taxes in this instance.

2. WORKER'S COMPENSATION

The Yearly Meeting shall provide worker's compensation insurance, as required by state law.

3. UNEMPLOYMENT COMPENSATION

Given its status as a church, NEYM is not legally required to pay unemployment insurance. The Yearly Meeting has elected not to do so and employees are not eligible to collect it.

B. DEFINED EMPLOYEE BENEFITS

1. HEALTH INSURANCE

Regular employees shall have access to reliable health insurance while serving as employees of the Yearly Meeting. New England Yearly Meeting is a participant with other Friends organizations in the Friends Mutual Health Group (FMHG) administered by Everance. Employees are eligible to participate in this group coverage; those not already covered by

medical insurance from another source are expected to elect this or other acceptable coverage. An employee who has adequate medical coverage from another source (such as a spouse's employment) may state in writing that coverage from NEYM is not desired and will not receive this benefit. If an employee elects to receive coverage from NEYM, the benefit will cover a percentage of the individual, dual, or family plan premium as negotiated with FMHG. Regular Part-Time employees who work at least 30 hours per week shall have access to a pro-rated health insurance benefit.

2. RETIREMENT

NEYM provides an employer retirement plan for each Regular employee who works at least 20 hours per week. The employer contribution is 10% of the employee's salary. In addition, any employee may contribute monies into a supplemental retirement account so long as the annual contribution is at least \$200. For details, please refer to documents defining the NEYM Retirement Plan held by the Treasurer.

3. HEALTH CARE AND DEPENDENT CARE REIMBURSEMENT

A Regular employee who works at least 17 ½ hours per week may elect a reduction in his or her cash compensation in order to obtain pre-tax reimbursement for medical, dental and dependent care expenses. An employee is eligible for this benefit after six months of employment. See the booklet entitled "New England Yearly Meeting Section 125 Documents," published separately, for details of this plan.

4. DISABILITY INSURANCE

NEYM provides disability insurance for all employees who work 30 or more hours per week and are younger than 64 years and 8 months. New employees are eligible immediately, but there is a two-year pre-existing condition exclusion. Information regarding current disability insurance benefits is available from the YM Secretary.

VI. GENERAL EMPLOYEE BENEFITS

A. VACATIONS

Regular Full-time employees are eligible for fifteen days paid vacation per year. The vacation schedule is to be worked out in consultation with the supervisor, and then reported to anyone who might be affected. Although vacation time is generally to be taken during the year of its accrual, it may be deferred and taken within the first four months of the following year. Vacation days may not be carried over beyond this period. The number of vacation days is pro-rated for regular part-time employees.

B. HOLIDAYS

Regular Full-time employees are entitled to ten paid holidays per year. The paid holidays are: New Year's Day, Martin Luther King's Birthday, Presidents Day, Patriots Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the following Friday, and Christmas Day. When a required Yearly Meeting workshop or conference or other necessary work falls on a paid holiday, an employee shall be entitled to take a compensating day. This benefit is pro-rated for Regular Part-time employees.

C. SPIRITUAL RETREATS

A healthy vocation of ministry requires attention to one's personal spiritual condition. Therefore, Full-time employees may request a spiritual retreat of up to three days per year at Yearly Meeting expense. Spiritual retreats are considered as working (not vacation) time. Employees may choose a longer and/or more expensive retreat than the budget will allow, with excess costs borne personally and excess time taken as vacation.

The supervisor approves the scheduling of retreats to maintain both spiritual nurture and good work flow; the supervisor also approves reimbursement of retreat and travel expenses within budgeted limits.

D. HEALTH AND PERSONAL LEAVES

1. HEALTH LEAVE

- a. Regular Full-time employees earn up to a maximum of 16 days a year, or one and 1/3 days (10 2/3 hours) for each full month's work, of Health/Personal Leave, which can be used for health leave in case of personal illness. Health/Personal Leave is pro-rated for Regular Part-Time employees.
- b. During the first three months of service, health leave can only be called on as earned. After that, an employee may draw in advance the leave for personal illness to be earned during the year.
- c. Employees are expected to notify their supervisor when they cannot work because of illness. Upon returning to work, an employee shall report the amount of health leave taken to the supervisor.
- d. The limit for accumulated health leave is the number of health leave days that an employee would accrue in two years.

2. PERSONAL LEAVE

- a. Up to ten days of the Health/Personal leave of a Regular Full-time employee can be used as personal leave as needed in any one year. (Regular Part-Time personal leave is pro-rated.)
- b. Personal leave is to be used to meet personal needs such as death or illness in the family, or other emergencies. Any time taken as personal leave must be approved by the employee's supervisor.
- c. Notice should be given as for vacation time or health leave, as appropriate.
- d. Personal leave time shall not be saved and added to future vacations or sabbaticals.

3. MATERNITY/PATERNITY/ADOPTION LEAVE

- a. An employee may take three months absence from work for maternity, paternity or adoption, of which six weeks will be paid leave. Vacation and health leave may be added to the six weeks. Fringe benefit coverage will continue for the full three months, in any case.
- b. Notice for maternity, paternity, or adoption leave should be given as for vacation time or health leave, as appropriate.

4. LEAVE OF ABSENCE WITHOUT PAY

- a. An employee may apply for a leave without pay for purposes that may include study, service with another organization, and personal renewal. The employee will be required to pay for the full cost of benefits during this period.

- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

5. JURY DUTY

- a. An employee called to jury duty will be given leave with full pay for the duration of required jury service. Any jury duty compensation an employee receives from the court shall be paid over to the Yearly Meeting.
- b. The supervisor should be notified appropriately.

6. SABBATICAL LEAVE

- a. After each seven years of service, all managerial-level employees are eligible to request a six-month sabbatical at half-pay with full benefits to provide an opportunity for personal or professional development. This can be taken as either a single six-month leave or as two three-month leaves in successive years.
- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

E. REPORTING AND RECORD KEEPING OF STAFF SUPERVISED BY THE YEARLY MEETING SECRETARY

1. VACATION AND LEAVE

Staff shall coordinate with the Secretary any use of allowed vacation and leave time to ensure that provisions are made to maintain coverage and ensure the continuity of work. To assist with planning, staff intending to take vacation or leave time should inform the Secretary of their intention with as much advance notice as possible. Except in emergencies, due to programmatic constraints vacation and leave time may not be approved during certain periods (e.g. during Annual Sessions). Circumstances requiring absence from work beyond allowances for each position must be approved in advance by the YM Secretary, who will coordinate with the affected staff on a case-by-case basis.

Following consultation with the Secretary, covered staff should report use of vacation and leave time to the Office Manager, who maintains the master log to track this usage. To assist with coordination, time away from work should also be posted to the shared Staff Calendar.

2. COMPENSATORY TIME OFF

Use of compensatory time off (§III.C.4) shall be coordinated with the YM Secretary.

3. NON-EXEMPT EMPLOYEES

Part-time and Temporary employees paid on an hourly basis will submit signed timesheets to their supervisor on schedule as a basis for their pay.

VII. EXPENSES

A. BUDGETS

The budget for all staff costs is developed by the YM Secretary in consultation with the Personnel Committee as part of the annual budget process.

B. REIMBURSEMENT

Reimbursements for approved expenses are made upon timely submission of documentation.

C. AUTOMOBILE EXPENSES

1. When an employee's automobile is used for Yearly Meeting business travel, the expense will be reimbursed on the basis of miles traveled. Any expense related to traveling from home to the Yearly Meeting office is not reimbursable.
2. Mileage reimbursement is at the current rate for business use set by the Internal Revenue Service. At the beginning of each calendar year, the Yearly Meeting Secretary shall inform all employees of the rate, and this rate is posted on the NEYM website.
3. Toll expenses will be reimbursed upon submission of receipts.

D. OTHER EXPENSES

Other reimbursable expenses consist of meals, lodging, and other living expenses incurred on approved overnight trips, and other miscellaneous approved expenses.

E. CONFERENCES

Fees for attendance at Yearly Meeting sessions are covered in the Sessions budget for all employees required to attend Sessions. Expenses for other work-related conferences will be reimbursed as above; however, participation in the conference must be part of the work plan approved by the supervisor and must be within the limitations of the expense budget.

F. CREDIT CARD USE

Any use of credit cards issued to staff is expected to conform to all policies for expenditures, including approvals prior to making expenditures. Documentation for credit card purchases must be submitted within one month to allow for all charges to be verified in the timely manner.

VIII. PROFESSIONAL EXPECTATIONS

A. CHILD SAFETY

Note: This section is under review by the Personnel Committee and revised text will be submitted to Permanent Board for approval at a later date. The current language without change will remain our policy in the interim.

Youth programs for New England Yearly Meeting are called to build a Quaker spiritual community of joy, love and affirmation for our children and staff. We create God's peaceable world through worship, shared work, play and song, fostering safe trusting relationships between generations. This deep respect for each person allows us to be our true selves and develop our spiritual lives. In this community, our children grow, knowing that God is there to be found and experienced.

SCREENING

Individuals being considered for staff positions within the Yearly Meeting whose primary function is for programs for children and youth will be expected to provide information for a personal background check before the hiring process can be completed.

EXPECTATIONS

Staff in NEYM have been given a sacred trust – to help the youth and children of NEYM grow in the Spirit, and to grow safely. They will follow guidelines and policies of the Yearly Meeting and will work with the appropriate committees promulgating and administering policies to advance an environment of trust and safety. In light of this responsibility, staff are called on to meet specific expectations in their work with children:

1) Appropriate interpersonal boundaries – Adults should model respectful and nurturing behavior – youth will follow their lead. Adults should be attentive to appropriate dress, use of language, and demonstrations of affection and encouragement. Adults should never intentionally engage in contact with the “bathing suit” area of a child/youth's body.

Whenever questions arise about appropriate expressions of affection, youth workers are reminded that they are the adults, and they have the responsibility to behave maturely. All persons have different comfort levels with touch, and youth workers should be sensitive to each individual's boundaries.

2) There should be no sexualized behavior – Teasing and joking with sexual overtones and content is not acceptable. A frank and sensitive addressing of issues of gender and sexuality, particularly with the junior high and high school-age youth, is an important part of any youth program, but staff should be mindful of the context of their comments and behavior.

3) “Friendship” with youth – Staff can serve as important mentors and guides for youth, and in this way might be seen as friends to individual youth. But staff are counseled that the Friends programs are to serve the children and youth, and not the needs of the workers. A youth worker that “needs” young friends may present boundary problems for both youth and children and other staff. Any relationship with youth and children outside of the program should be undertaken only with the knowledge and consent of the youth or child's parent or guardian, and supervisory staff should be made aware of those activities.

4) Staff are responsible not only for children and youth, but to their families and NEYM as well. Staff that suspect that a child or youth is a victim of abuse or neglect, is suicidal, or has a serious

drug problem, must not keep such information to themselves. For this reason, children should not be given the impression that secrets will be kept. For the most part, a covenant of confidentiality will mean that information shared will not be repeated. However, when the information is of a crisis nature, staff should encourage the child or youth to seek help from a parent or other authority figure. In addition, staff MUST consult with a person of greater authority in the program about an appropriate course of action.

REPORTING AND RESPONDING

Should any staff person suspect that abuse or neglect has occurred, they will immediately report it to the program coordinator. The program coordinator will report to the appropriate legal authorities, according to the mandate policy of the particular state they are in. (Be aware that some states require reporting within 24 hours.)

If reporting to the youth coordinator is not feasible or advisable, the staff person should report to the Religious Education Secretary, the YM Secretary or the Clerk of Permanent Board, in that order.

B. SEXUAL HARASSMENT

Note: This section is under review by the Personnel Committee and revised text will be submitted to Permanent Board for approval at a later date. The current language without change will remain our policy in the interim.

Each New England state has passed a specific law prohibiting sexual harassment. While varying on specific employee notification and training requirements, each does require employers to notify employees of the illegality of sexual harassment and to include a procedure for reporting sexual harassment. While Friends' practice should preclude such a situation it would be disingenuous to expect that it could not happen among Friends.

It is the goal of New England Yearly Meeting to promote a workplace that is free of sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated. Further, any retaliation against an individual who has complained about sexual harassment or retaliation against individuals cooperating with an investigation of a sexual harassment complaint is similarly unlawful and will not be tolerated. To achieve our goal of providing a workplace free from sexual harassment, the inappropriate conduct that is described in this policy will not be tolerated. Further, we have provided a procedure by which inappropriate conduct will be dealt with if encountered by employees.

Because New England Yearly Meeting takes allegations of sexual harassment seriously, we will respond promptly to complaints of sexual harassment and where it is determined that such inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

Definition of Sexual Harassment

In Massachusetts, the legal definition for sexual harassment is this: "sexual harassment" means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when: submission to or rejection of such advances, request, or conduct is made either explicitly or implicitly as a term or condition of employment or as a basis for employment decisions; or, such advances, requests, or conduct have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment. The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a workplace environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which if unwelcome, may constitute sexual harassment – depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness: Unwelcome sexual advances – whether they involve physical touching or not; sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one’s sex life; comment on an individual’s body; comment about an individual’s sexual activity, deficiencies, or prowess; displaying sexually suggestive objects, pictures, cartoons; unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments; inquiries into one’s sexual experiences; and discussion of one sexual activities.

All NEYM employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by the Yearly Meeting.

Complaints of Sexual Harassment

If any of our employees believes that s/he has been subjected to sexual harassment, the employee has the right to file a complaint with our organization. This may be done in writing or orally.

If you would like to file a complaint you may do so by contacting the clerk of Permanent Board at the address and number available in the Yearly Meeting Minute book.

In the event that the complaint is filed concerning the clerk of Permanent Board, the clerk of the Personnel Committee is also available to discuss any concerns you may have and to provide information to you about our policy on sexual harassment and our complaint process.

Sexual Harassment Investigation

When we receive the complaint we will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will include a private interview with the person filing the complaint and with witnesses. We will also interview the person alleged to have committed sexual harassment. When we have completed our investigation, we will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

If it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the offending conduct, and where it is appropriate we will impose disciplinary action.

Disciplinary Actions

If it is determined that inappropriate conduct has been committed by one of our employees, we will take such action as is appropriate under the circumstances. Such action may range from counseling to termination of employment, and may include such other forms of disciplinary action as we deem appropriate under the circumstances.

If the inappropriate conduct has been committed by a member of the Yearly Meeting community who is not an employee of the Yearly Meeting, the clerk of the Ministry and Counsel Committee will be involved in the process of eliminating the offending conduct and taking necessary

actions.

State and Federal Remedies

In addition to the above, if you believe you have been subjected to sexual harassment, you may file a formal complaint with either or both of the government agencies set forth below. Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies has a short time period for filing a claim (EEOC – 300 days; MCAD – 6 months).

- The United States Equal Employment Opportunity Commission (EEOC), One Congress Street – 10th Floor, Boston, MA 02114 Tel.: 617.565.3200
- The Massachusetts Commission Against Discrimination (MCAD), Boston Office: One Ashburton Place, Boston, MA 02108 Tel.: 617.727.3990

IX. PROVISIONS FOR REVISION

This Policy Manual is not to be considered a contract as elements of it may be changed at any time by action of the Personnel Committee and approval of the Permanent Board. One cannot assume that older versions of policies have precedence; if “grandfather” provisions are created they will be specifically noted. The employment letter should be referred to for specific information.

Suggestions for changes in or additions to the Personnel Policies Manual may originate with employees or the Personnel Committee. After discussion, the Personnel Committee presents proposed changes to the Permanent Board for its approval.

The appendices and attachments are included as a guide for the Personnel Committee and others in implementing the policies detailed in the manual. These can be changed by action of the Personnel Committee unless otherwise restricted in the manual.

New England Yearly Meeting Child Care Policy

New England Yearly Meeting is committed to providing child care during events sponsored by NEYM. This includes, but is not limited to, meetings of Permanent Board, Ministry and Counsel, Sessions Committee and Committee Days.

Coordinating this work in accordance with the NEYM Professional Expectations of our paid and volunteer youth workers as outlined in the NEYM Personnel Manual will be part of the job description of the NEYM Events Coordinator and overseen by the NEYM Secretary.

Child care will be provided in accordance with the procedures outlined in the 2005 Draft NEYM Child Abuse Prevention Policy and Procedures manual (attached). For the purposes of child care at NEYM sponsored events, these include, but are not limited to, the following:

Child care providers will be mature and responsible adults or young adults. Workers under eighteen will function as “assistants” under the direct supervision of an adult child care provider.

All providers will undergo a screening process, including a criminal background check. If a local meeting hosting an event has already run background checks for providers, written notification of this will be sufficient.

Additional safeguards should be provided through careful monitoring and staffing. It is recommended that no fewer than two adults, or one adult and one young adult assistant, be present at all times. When this is not possible, there will be an individual assigned to randomly check in on all activities and children. Child care space, whenever possible, should be in an area in clear sight of multiple people, with open doors or windows.

In some situations, when child care needs are limited to a single child or children who would be better served by off-site care together, NEYM will consider reimbursing these expenses at the rate of \$15 per hour for roughly the period of time that the parent(s)/guardian(s) attend the NEYM event. Such arrangements must be made with the organizer of the gathering prior to the event.

Questions or requests for further information should be directed to the Events Coordinator at events@neym.org

August 2, 2005

Dear Friends of the New England Yearly Meeting,

After two years, we have finished our work as a subcommittee of Ministry and Counsel on the prevention of child sexual abuse. Attached is our report and recommendations.

In the fall of 2003, we received a charge from Ministry and Counsel:

- To create a proposed set of guidelines and practices for prevention for, and responses to, sexual abuse in our yearly and monthly meetings
- To create these proposed guidelines and practices with the advice and support of professional familiar with issues of child sexual abuse in church settings
- To propose to the Yearly Meeting a structure that creates clear lines of responsibility for the supervision of paid and unpaid volunteer youth workers
- To propose the next steps for the refinement and implementation for the guidelines and practices
- To accomplish these tasks in consultation with affected individuals and programs

Through many meetings, and in consultation with many people, we have worshipfully considered the issues around the question of child safety. We have read a wide variety of literature on the subject, engaged in discussions with experts in the field, received input from other faith communities, and consulted with our own youth workers. We have also had long and lively discussions among ourselves, and been challenged by the issues and problems before us.

The issue of child safety is not an easy one. What we ask of the community is not easy, either. Programs of NEYM have constraints put on them by time, resources and geography. Likewise, Monthly Meetings are challenged by the availability of caretakers, space, and resources. However, we believe our attention to these issues is a measure of our commitment to our youth and our religious community. We act in the faith that if these issues are important to us, way will open. We present the following report in the belief that care, tenderness, and attention in this area not only make our children and youth safer, but also make us stronger as a community.

We would like to make one point about the structure of the report: In the following pages, the working committee has laid out proposals for suggested policies, followed by practices that would support those policies. We make an important distinction between these aspects for two reasons.

First, we are conscious that we are making recommendations for Yearly Meeting and affiliated Monthly Meetings. Every meeting has its own unique set of circumstances, and what makes good sense as a practice for one meeting may be either inappropriate or impractical for another. We hope that the policies might be adopted by all groups affiliated with New England Yearly Meeting, but are aware that how the policies are implemented may vary from meeting to meeting. Practices, then, are for implementation.

Second, through our work we have become aware that a commitment to a practice as a policy makes the institution legally liable if they do not adhere strictly to that particular practice. For instance, providing adequate supervision can be accomplished through several means. Describing those means in too much detail lays out requirements without regard to changeable circumstances and may not actually accomplish the goal of adequate supervision. What is required is for us to make a commitment to the protection of our youth in the best way we can, and not through one specific method. Where we believe that there are specific requirements, we have outlined those in the policy section.

We look forward to engaging in an open discussion about this important work. We are grateful for the charge we have been given, and for our opportunity to work with each other. Each of us has grown immeasurably in the process.

In the Light,

Bill How
Chris Jorgensen
Bill Harley

Child Abuse Prevention Policy and Procedures
New England Yearly Meeting of Friends
901 Pleasant Street
Worcester MA 01602
As adopted on DATE by WHOM

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I. INTRODUCTION

Youth Workers with New England Yearly Meeting and the affiliated Monthly Meetings have been given a trust: to help the youth and children of NEYM grow in the Spirit, and to grow safely. While attention is often focused on the content of our programs, we are also conscious that our way of being with youth is as important as the content of the program provided – children and youth follow our lead, and we teach mostly by example. For our programs to be successful and safe, youth workers, youth, and parents need a common language and understanding of what makes for a safe and trusting environment. In order to ensure the physical, emotional and spiritual safety of participating children and youth workers, we should agree on some guidelines in our work with children and youth. This general understanding also requires us to be specific and clear in our language and expectations.

There are many definitions of sexual abuse – for the purposes of this document, we will define sexual abuse as any sexual activity with a child by an adult or another child who is older and more powerful. (*For further information about the definition and dynamics of sexual abuse, see "Sexual Abuse, Additional Information" in the appendix.*) It is much easier to prevent the occurrence of abuse than to detect its event or the presence of potential perpetrators. Our efforts here focus on primarily on prevention.

In recent years, we have been made aware of the potential for hurt and abuse of children and youth in different faith communities. The effects of the sexual abuse of a child in a faith community are catastrophic and far-reaching. Everyone is hurt – the abused person may carry scars and memories for their entire life; the victim's family and friends can be traumatized; the community in which the abuse occurs may be deeply wounded and divided, and the perpetrator lives in a world of isolation, secrecy and darkness. There is also the risk that he or she may continue the abusive behavior. In instances where allegations prove false, there is still damage done to all involved. Reputations may be unjustly destroyed beyond repair, and the seeds of distrust live on in the community for years afterwards. "No segment of society, including the Religious Society of Friends, is immune to the dangers of sexual abuse. In fact, parts of our own community have been damaged by incidences and accusations of abuse. If we are honest with ourselves as Friends, we acknowledge that the same potential for hurt exists in our community as in others, and that mindfully attending to issues of safety is the best way to

"Youth workers, youth, and parents need a common language and understanding of what makes for a safe and trusting environment."

"No segment of society, including the Religious Society of Friends, is immune to the dangers of sexual abuse."

protect individuals and the community. Denial of the possibility of hurt does not prevent hurt – if anything, it heightens its likelihood.

In this document there is a distinction between “policy” and “practices to support policy”. The policy is recommended for adoption by meetings and programs within New England Yearly Meeting. Once the policy is adopted, there is a legal obligation that it be followed. Practices are ways of pursuing the policy, which may vary depending upon each community’s situation.

The policies and practices in this document will provide all of us with challenges in how we care for the safety of our children and youth.

II. CHILD SAFETY POLICY

NOTE: "Youth worker" or "worker" will refer to all paid and volunteer staff for NEYM, Yearly Meeting sessions, and Monthly meeting sponsored youth and children's programs, including retreats, conferences and Yearly and meeting sessions.

Minutes

1. Each community (monthly meeting or program) shall consider corporately their need for child abuse prevention. A minute regarding these reflections and intentions about community safety and describing communication regarding any risk or allegation of abuse or neglect should be adopted and distributed, to be reviewed regularly within the community, especially with those who work with children and youth.

Qualifications and Screening for Youth Workers

2. Youth workers must be mature and responsible adults. Youth workers should be no less than three years older than the youth being served. Workers under eighteen should be in an assistant capacity under the direct supervision of an adult youth worker.

3. All youth workers will undergo a careful screening process, including an application and references. A documented interview will be at the discretion of the coordinator or responsible committee.

4. Criminal background checks are required for all workers who spend significant amount of time with youth and children, such as, childcare workers, teachers, and retreat leaders.

Expectations and Training of Youth Workers

5. Responsibilities and expectations for proper behavior will be clearly defined and communicated to all youth workers. There should be a written code of conduct, to be read and signed by each worker. *(A proposed code is included in appendix.)*

6. Training will be offered regularly to youth workers. Training should include a job description, resource information, crisis procedures, mandated reporting laws and information about abuse and neglect.

7. In support of youth workers, there should be a community-wide effort to educate both adults and children, appropriate to the groups being addressed, on sexual abuse awareness.

Program guidelines

8. Safeguards should be provided through careful monitoring and staffing. It is recommended that no fewer than two adults be present at any activity. Where this two adult rule is not possible, minimally there should be a roamer regularly checking on all group activities. Ratios of staff to youth for elementary and junior high programs should be no less than 1:8. For high school, 1:10.

9. Staff workers should engage in a risk assessment at the beginning of any new activity and as part of a review of any regular programs or activities. They should monitor and plan in consideration of levels of isolation, accountability and degree of caretaker power and authority. As risk increases, increased supervision is needed. *(See appendix on risk assessment)*

10. Youth and children should be regularly educated regarding sexuality, personal boundaries and assertiveness, appropriate to the age.

Reporting and Responding to Allegations of Abuse

11. Youth workers who suspect a child is suffering from abuse or neglect have the responsibility to insure that it is reported to appropriate authorities in the program or Meeting. In addition, they need to insure that appropriate state authorities have been contacted.

12. Program coordinators have a responsibility to know and comply with mandated reporting laws.

13. Programs and/or Meetings will have a written response plan in regards to suspicions of allegations of abuse, including identifying the individuals responsible for the plan. The plan should take into account:

- a) the immediate requirement is to stop all possibility of further harm
- b) the documentation of allegations and the community's response to them
- c) a plan for long-term outreach and follow-up
- d) the centrality of worship as a process to support individuals and the community.

14. When allegations are made, the community has a right to know about the existence of the problem, while all parties involved have a right to confidentiality.

Recordkeeping

15. Personnel files should be kept for all workers who are significantly involved with children. Documentation of allegations should be placed in personnel files of affected parties. All files related to personnel and any alleged incidents will be kept permanently in a secure place with limited access.

III. PRACTICES TO SUPPORT POLICY

Below are recommendations for the implementation of the policy. Numbers of practices refer to the number of specific policy minutes.

Qualifications and screening for youth workers

2. In addition to maturity level, his/her being known in the community will increase safety. A minimum of six months of participation in the community provides a basic level of mutual understanding and accountability.
3. Models for application forms and references can be found in the appendix. Face-to face interviews are recommended whenever possible.
4. Criminal background checks are a complex process. Three sources of criminal background checks include:
 - a. Oxford Document Management Company, Inc.
 - b. Church Mutual Insurance Company's Screen Now program
 - c. CORI check – Criminal Offender Record Information (Massachusetts only, but similar for most other states.)

For more information about how to evaluate these sources, see individual websites:

- the Unitarian Universalist Program called "Responsible Staffing" (a very good source for thinking about underlying issues)
- the information on reducingtherisk.com site
- the Massachusetts website for the Criminal History Systems Board
- Variables include cost, turnaround time, depth and breadth of information, geographic range of sources.

Expectations and Training

6. Yearly Meeting should provide a regular training program for all staff working with youth. In written materials and at trainings, workers should be informed of the community policy for prevention of abuse and physical safety, appropriate steps for reporting an abuse of any youth, and details of the state's laws regarding the definitions of child/youth abuse and the requirements of reporting. All youth workers should be provided with regular opportunities to learn First Aid and CPR. Youth programs should endeavor to make sure that at least one person in the immediate area of program is trained in these skills.
7. A community-wide educational event on a regular basis contributes to a culture of safety and sensitivity which will empower everyone to hold standards of accountability. This groundwork will support the maintenance of the policy and the work of youth workers.

Program guidelines

(See also "Risk Reduction Principles" later in this document for further discussion of principles and practices.)

8. Simple safeguards can decrease risk. These would include the following:
 - a) Doors to rooms where activities take place should either be half opened, or have windows in them. When this is not practical, other safeguards should be applied, such as use of roamers.
 - b) For transportation during an event, all drivers should be at least 21 years of age and have proof of insurance. Seatbelts should be used for all passengers. Written permission for youth under eighteen should be obtained from parents.
 - c) Expectations of participant behavior should be clearly communicated and age-appropriate. They would include: attendance at scheduled program, refraining from substance abuse and sexual activity, responsible free time activity, responding to caretaker instructions.
 - d) Feedback process – program coordinators should provide a method for evaluation by participants and parents. This may be accomplished through written and verbal feedback. Regular reports of activities, including annual reports, are crucial. Program staff should report to committee(s) responsible for their work. A written record should be kept.
 - e) Programs should strive for openness in planning and publicity of events and activities. This openness might include communication ahead of time with the parents and community with written description and announcements and/or an invitation to parents and community members to attend, participate and observe the events.
 - f) Events out of the scope of normal activities should receive the approval of parents or guardians. Most often, this approval should be in the form of written consent.
 - g) In all Meetings, there should be clearly identified liaisons or community contacts available to any child, parent or other community member. This contact may or may not be a supervisor of youth programs, although they should be familiar with the programs. There should be a well-publicized written process for reporting any suspected abuse or improper behavior.

Reporting and responding to allegations of abuse

11. Youth workers should have contact information for state agencies and meeting/community liaisons. (See "State Reporting Laws and Agencies" in the Appendix.)

13. Suggestions for responding:

- a) The plan developed for response should be communicated regularly to parents, care providers, youth leaders, volunteers, clerks, and/or appropriate committees. There should be a well-publicized written process for reporting any suspected abuse or improper behavior within the community and to state authorities.
- b) Develop an incident report form for use should there be an allegation of abuse or neglect (see appendix for model form).
- c) Identify who should respond to allegations, insuring that those persons or committees are aware of their roles and responsibilities. A small group of people rather than an individual should take on this responsibility. (This group will be referred from hereon as the Response Committee, or R.C.)
- d) The Response Committee should decide about whether to contact Quarterly and Yearly Meeting personnel for advice and support.
- e) The Response Committee should identify what insurance is available to the meeting should there be incidences of abuse and neglect. Likewise, legal representation should be considered beforehand.
- f) Any allegation of abuse or neglect should be directed to the Response Committee. The parent or guardian should be contacted immediately about any possible abuse or neglect.
- g) The R.C should do all that it can to insure the safety of all parties. The Response Committee should do all it can to insure that any child and/or alleged victim is safe and separated from the alleged perpetrator.
- h) The identity of the alleged victim and the alleged perpetrator should be kept confidential. Only those with supervisory or organizational need-to know should be informed, unless permission is given otherwise.
- i) It is the Response Committee's responsibility to document factual information about the allegation and the circumstances during which the allegation occurred. Extreme caution should be used in exploring the child's story – it is not the Response Committee's responsibility, nor is it advisable for them to interview him or her. The committee should work with the child's family and experts to obtain relevant information.
- j) Within the first few days, the R.C. and others should plan how to communicate with the entire community about any confirmed incident or (when appropriate) any allegations. Planning could consider provisions for initial communication with the community, ongoing community sharing, and evaluation and reflection about what has been learned over the course of the experience.

Recordkeeping

15. Personnel folders for volunteers and paid staff should include job description and any annual reviews. Any documentation of allegations or concerns could be a part of the personnel folder. Each person's folder would be available to them for review, and that person could add material to their folder at any time.

Implementation and education

In addition to a screening process for all workers who will spend a substantial amount of time with youth, Meetings should make available to all workers information and literature about child safety. A code of conduct (a model is included in the appendix) should be read and signed by all workers. In addition, New England Yearly Meeting will provide yearly training for youth workers – this training should be open to all workers – both those who work in NEYM programs and those for monthly meetings. Included in this training would be information and exercises related to the problem of sexual abuse of children and the child safety. While it is unrealistic to assume that all youth workers will attend these sessions, Yearly and Monthly meetings should strive to insure that workers with continued contact with children do attend these sessions whenever possible.

New England Yearly Meeting will also provide a mechanism for workers to communicate perceived needs and feedback on the policies, practices, and training that are implemented. Minimally, we recommend a feedback sheet that workers can fill out on a yearly basis.

Yearly Meeting should develop and maintain a list of individuals that can be called upon for information and support regarding prevention and response to issues of abuse and neglect.

Policies and practices related to child safety should be made available on the Yearly Meeting website. In addition, a letter outlining policies and available resources should be mailed out to significant communities that are part of NEYM. These would include Yearly Meeting staff, monthly meetings, quarterly meetings, Friends Camp and appropriate Yearly Meeting committees, (e.g., Religious Ed, Youth Program Committee, Sessions).

IV. Risk Reduction Principles

In our efforts to assure the safety of the children and youth we serve, we are conscious of the relationship between principles and policies. While we may agree on principals to guide our work, setting strict policies that try to anticipate every potentially dangerous situation presents problems— life often falls between the cracks of our best laid plans. Yet those who work with youth and children need guidance in monitoring their safety. Sometimes a clear specific policy is called for, but often our monitoring must be guided by a flexible consideration of the situation at hand. In this appendix we would like to offer some factors in considering the risk of various activities.

Different activities with youth and children bring different levels of risk related to sexual abuse. The higher the risk, the more that monitoring and safeguards are required. An overnight camping trip with groups spread out over a campsite is inherently more dangerous than a one hour First Day class presentation by two members of Ministry and Counsel. According to the level of risk, we can adjust the level of supervision.

Three factors should be considered in assessing risk:

- A. isolation of the activity
- B. accountability
- C. power and control

Where there is great isolation, little accountability, and an imbalance in power and control, the danger of abuse is much greater than where there is no isolation, high accountability, and a balance of power.

If a situation appears to bear increased risk, adjustments can be made in one or more of the factors to make it less dangerous.

In considering these factors, we are aware that our youth programs already address many of these concerns. The community should support and acknowledge the good work already being done.

A. Isolation

Most, but not all, sexual abuse occurs in isolated settings – risk increases as isolation increases. In general, workers should guard against activities that present situations of greater isolation. Therefore, having a single adult accompany a child far away from a group activity is an example of high isolation and should be avoided.

“Different activities with youth and children bring different levels of risk related to sexual abuse. The higher the risk, the more that monitoring and safeguards are required.”

The number of people present, the time of the activity, the location of the activity, and physical arrangements are all factors that influence the degree of isolation:

- 1) In higher risk activities, increasing the number of caretakers, staff or adults helps decrease risk.
- 2) The time of day the activity takes place relates to risk. Activities that occur overnight, in the evening, on a weekend, at a time not normally scheduled, or on short notice on an unscheduled basis, carry increased risk.
- 3) Location influences risk – activities in a home or unfamiliar location increase risk, as do activities with a single adult in a car with a child. Activities in naturally isolated locations, or in or near bathrooms, locker, or changing rooms increase risk.
- 4) Physical arrangements can reduce or increase risk. Rooms that are easily accessible, with windows into them, reduce risk, as do open doors. Making clear to children and adults which rooms are “off limits” reduces risk, as does sending children to the bathroom in pairs. Communicating the plan for how space will be used may reduce risk.
- 5) The availability of telephones reduces the isolation of a situation.

B. Accountability

The risk of sexual abuse of children always increases in settings without proper accountability. Accountability relates to the individuals involved and how the activity is managed. Accountability provides boundaries for safety for both the adults and children, and provides the groundwork for trust.

Accountability of persons:

- 1) Screening is essential to understand the background and abilities of each person working with youth. As well, screening alerts all involved that the community is monitoring child-related activities for safety and discourages those looking for easy access.
- 2) A clear job description and code of conduct decreases the possibility of misunderstanding and risk. The code of conduct should be signed by all youth workers.
- 3) Maintenance of personnel files, regular reviews of supervisory staff, and use of evaluation forms by program participants increases reflection on

effectiveness and purpose, as well as providing accountability.

- 4) Continued education of parents, caregivers, youth workers, and children provides tools for understanding situations and responsibilities.

Accountability in program management:

- 1) Essential aspects of a safe program are transparency and a willingness to communicate within the community. The possibility of abuse is diminished if :
 - a. events are well-documented
 - b. all boundaries, (physical, emotional, time, etc.) are openly stated
 - c. parents are well-informed of program content, guidelines, behavior expectations and problems
 - d. two or more unrelated adults are present at an activity, which increases supervision between caregivers and is a recommended standard for program planning.
- 2) Community members who do not have direct caretaking or facilitating responsibilities have an important role to play in reducing risk. For instance, parents should know who the supervisory body is, and that they are welcome to comment and ask questions. Periodically, the supervisory body should solicit parental comments and evaluation. As well, the program coordinator should provide regular reports to a committee or appointed group, and annual reports or reviews of activities should be provided to the meeting or wider community.

“Community members ...have an important role to play in reducing risk.”

C. Power and control

Children are vulnerable to abuse from sexual predators because there is an imbalance of power related to age, size, strength, and control and authority. This is particularly problematical in settings where leaders or those in power have a spiritual authority. Because there cannot be a balance of power between a child and adult, that balance must come from the presence of other adults and policies designed to maintain a low risk environment.

This imbalance of power also applies to relationships between children where the age range is wide. Two five year olds going to the bathroom together are safer than a thirteen year old accompanying a five year old. Where the age is greater than four or five years, there is an imbalance of

“Because there cannot be a balance of power between a child and adult, that balance must come from the presence of other adults and policies designed to maintain a low risk environment.”

power, and the possibility of abuse increases.

Also, there may be an imbalance of power between among youth of the same age because of size, gender, and/or social dynamics. Guarding against this power imbalance requires monitoring on the part of youth workers, as well as regularly educating our youth about the issues of power and boundaries.

It is a wisdom in Friends practice to share and rotate significant responsibilities in the community. In doing so, Friends may guard against the concentration of power and authority, thus reducing the risk that it will be misused.

Related to power and control:

- 1) Having more than one unrelated adult at any activity reduces the possibility of the abuse of power.
- 2) Meetings should carefully consider where authority lies in their youth programs and activities. How is authority and power assigned?
- 3) People in positions of authority should be accountable to the community. There should be the opportunity for both regular review and open questioning about particular activities.
- 4) Where there are particular events or dynamics of concern, the community should have the process and willingness to address the concern.
- 5) There should be an effort to recruit, screen, and train as large a body of volunteers as possible, and to involve other members in non-caretaking, but useful, roles. Wide interest and involvement of the community helps to provide a web of accountability and support.
- 6) Inform and equip all ages of children, in age-appropriate ways, about issues of sexuality, self-care, and assertiveness. Develop opportunities for interaction and listening well to them.

It is inevitable that some situations will be riskier than others. As guardians of youth and children, we have a responsibility to constantly evaluate the safety of situations – where the risk increases, we must take responsibility for adjusting other factors to reduce the chance of possible abuse. While the decision to not set strict guidelines for every type of situation gives us flexibility, it also gives us an increased responsibility to actively monitor the situation. By keeping the factors that contribute to the possibility of sexual abuse before us, we can better judge whether we are providing adequately for the safety of those we care for.

V. Appendices

A. Code of Conduct for Youth Workers

“Youth Programs for NEYM is called to build a Quaker spiritual community of joy, love and affirmation for our children and ourselves. We create God’s peaceable world through worship, shared work, play and song, fostering safe trusting relationships between generations. This deep respect for each person lets us be our true selves and develop our spiritual lives. In this community, our children grow, knowing that God is there to be found and experienced.” *Statement of purpose of NEYM Youth Programs Committee*

Youth workers with New England Yearly Meeting have been given a sacred trust – to help the youth and children of NEYM grow in the Spirit, and to grow safely. In light of this responsibility, youth workers are called on to meet specific expectations in their work:

- 1) Appropriate interpersonal boundaries – Adults should model respectful and nurturing behavior – youth will follow their lead. Adults should be attentive to appropriate dress, use of language, and demonstrations of affection and encouragement. Adults should never intentionally engage in contact with the “bathing suit” area of a child/youth’s body.
- 2) In the area of physical expression of affection, a general guideline might be – allow the youth to initiate the hug, and expect the youth worker to end it. Whenever questions arise about appropriate expressions of affection, youth workers are reminded that they are the adults, and they have the responsibility to behave maturely. All persons have different comfort levels with touch, and youth workers should be sensitive to each individual’s boundaries.
- 3) There should be no sexualized behavior – Teasing and joking with sexual overtones and content is not acceptable. One of the strong points of NEYM youth programs is its frank and sensitive addressing of issues of gender and sexuality, particularly with the Jr. High and Young Friends program, but youth workers should be mindful of the context of their comments and behavior.
- 4) “Friendship” with youth – youth workers can serve as important mentors and guides for youth, and in this way might be seen as friends to individual youth. But youth workers are counselled that the programs of NEYM are to serve the children and youth, and not the needs of the workers. A youth worker that “needs” young friends may present boundary problems for both youth and other staff. Any relationship with youth outside of the program should be undertaken only with the knowledge and consent of the youth or child’s parent or guardian, and supervisory staff should be made aware of those activities.
- 5) Youth workers for NEYM are responsible not only to children and youth, but to their families and NEYM as well. If you suspect that a child or youth is a victim of abuse, is suicidal, or has a serious drug problem, you must not keep such information to yourself. For this reason, please try never to give children or youth the impression that you will keep secrets for them. Confidentiality is not secret keeping. For the most part a covenant of confidentiality will mean that you

do not repeat information told to you in confidence. However, when the information is of a major crisis nature, encourage the children or youth to seek help from a parent or other authority figure. In addition you yourself MUST consult with a person of greater authority in the program about an appropriate course of action. Read and understand the Advice on Counseling.

"I agree to abide by this code of conduct in my work with: _____
(program name)

signed: _____ date: _____

Advice on Counseling

One-on-one and/or counseling situations can provide important mentoring for young people, not to be avoided, but to be handled with care. Pay attention to isolation: Whenever possible, find a spot in a space that is not isolated, indoors or outdoors, where you can be observed; in a small room, keep the door ajar. Ask if there is anyone else who could helpfully be present, youth or adult. Maximize accountability: speak about the session to the coordinator or other staff, even if in a general way to maintain confidentiality. Make sure that any crisis situation gets immediate attention. Attend to power and control dynamics: Place yourself opposite the youth, making sure that you are not between them and the door. Any physical contact should be reassuring, but considerate of physical boundaries and emotional vulnerability.

B. Sample Forms

***Application to work with children and/or teens in
New England Yearly Meeting***

(Note: each program/ meeting will do some modification of this to suit circumstances; optional questions are put in brackets. Additional questions you may wish to include: educational background; a program area checklist for interest/aptitude. Not to include: questions about accusations or arrests)

Date: _____

Name _____

Address _____

Home Phone: _____

Work Phone: _____

E-mail: _____

Occupation: _____

1. Why would you like to work with children and/ or youth in our program?

2. What qualities/skills/interests do you have that would help you work with children and/ or youth? _____

3. If you have previously worked with children, please describe you experience.

4. Can you think of specific ways we can help and support you in this work?

5. How long, and in what capacity (member, attender, etc.) have you been associated with Friends/ our meeting? _____

6. If you are new to our meeting/ Friends, list all other religious communities you have been involved in during the last five years, along with a contact name and phone number. _____

*7. Have you ever been convicted of a felony? _____
If yes, please explain: _____

** We ask this question not to disqualify anyone, but to get a fuller picture of your past and to do our best to ensure the safety of our children.*

Please provide the names of two non-relatives who can serve as references. Please include the nature of your associations with these people. One should be someone you know in the Quaker context, and at least one person who can speak about your experience (or potential) working with youth, however informal. List name and phone number. Please send these references the "Volunteer Reference Check" to fill out and return to me. Let them know that they could also receive a telephone call.

Reference #1: Name: _____

Phone number: _____

Relationship: _____

Reference #2: Name: _____

Phone number: _____

Relationship: _____

We appreciate your efforts to help us carry out our child abuse prevention procedures, intended reduce the risk of harm to the children in our programs. Your application is witness to your concern for them and we thank you so much for your participation. In addition to providing this information, please read and sign the waiver statement below.

I look forward to working with you! Please contact me with any questions about this application or our program.

Signed,
Program coordinator
Phone/ address/ email

Applicant's Statement

In consideration of the receipt and evaluation of this application, I agree and represent that:

The information contained in this application is correct to the best of my knowledge. I understand and agree that providing false or misleading information on this application is grounds for my immediate dismissal, if I am accepted.

I authorize any references, schools, current or former employers, current or former supervisors, churches or denominational agencies, or any other person or organization, whether or not identified in this application, to give you any information (including opinions) regarding my character and fitness for employment. I hereby release any individual, employer, church, denominational agency or official, reference, or any other person or organization, including record custodians, both collectively and individually, and whether or not identified in this application, from any and all liability for damages of whatever kind or nature which may at any time result to me, my heirs, or family, on account of compliance or any attempts to comply with this authorization, excepting only the communication of knowingly false information. I further state that I HAVE CAREFULLY READ THE FOREGOING RELEASE AND KNOW THE CONTENTS THEREOF AND I SIGN THIS RELEASE AS MY OWN FREE ACT. A facsimile or photocopy of this authorization shall be as valid as the original.

Should my application be accepted, I agree to be bound by the bylaws and policies of this organization.

I understand and agree that nothing contained in this application for employment or in any pre-employment interview is intended or shall create a contract between myself and the Meeting for either employment or the providing of any benefit. I further understand that a criminal records check may be conducted on me, and I consent to any such check.

I HAVE READ AND UNDERSTAND THE ABOVE PROVISIONS, AND AGREE TO THEM. THIS IS A LEGAL DOCUMENT AND I UNDERSTAND THAT I HAVE THE OPPORTUNITY TO CONSULT WITH AN ATTORNEY BEFORE SIGNING IT.

Signature of applicant

Date

Reference Check

Volunteer Reference Check for New England Yearly Meeting Volunteers with Youth and Children

(Programs and meetings may wish to add their own questions related to specific attributes)

(This form could be used for a telephone interview of the reference)

Please return to (name) (email) (snail mail). This document becomes part of the applicants personnel file. The applicant has the right to review this document should they request to do so.

Date: _____

_____ has applied to
become _____
(position)

S/he has listed your name as a reference.

1. What is your relationship with the applicant? _____

2. How long have you known the applicant? _____

3. How well do you know the applicant? _____

4. How would you describe the applicant's ability to relate to children and/or youth?

5. How would you describe the applicant's ability to relate to adults? _____

6. How would you describe the applicant's leadership abilities? _____

7. How would you feel about having the applicant as a volunteer worker with your child and/or youth? _____

8. Please comment on this person's work with children. Especially helpful are incidents and episodes you have personally witnessed. _____

9. Do you foresee any problems this person would pose as a Sunday School teacher, either for children, for coworkers, or for the programs as a whole? _____

10. Do you have any knowledge that the applicant has ever been convicted of a felony? If so, please describe. _____

11. Any special positives? _____

Thanks.

Reference

Name _____

Address _____

Phone

(w) _____ (h) _____

Email _____

Date _____

Incident Report

_____ (name of community or meeting)
considers any sexual involvement of an adult with a child to be abuse of the child by the adult. We condemn such behavior. We also condemn the non-accidental injury or risk of injury to any child by any adult or caretaker. We also condemn any failure by a caretaker to take available action to provide for the care or supervision of a child in their care.

If you suspect that any such abuse or neglect may have occurred please contact one of the people listed below:

Name	Address	Telephone	Alternate telephone

Please fill out the following information and share with the people listed above.

Date Written _____

Written by _____ (please print)

Writer's address and telephone(s)

Date of the incident _____

Child(ren)

Name & D.O.B: _____

Names, address and telephone of parents or custodians:

Who has custody? _____

1. Is the child currently safe? Please describe the situation if the child is not safe.

2. What needs to happen to get and/or keep the child safe? _____

3. What is the nature and extent of injury, abuse, or neglect including any prior evidence of same? *(Please cite the source of your information if not observed firsthand.)*

Where and when did the injury occur? _____

4. What are the circumstances under which you became aware of the injuries, abuse or neglect? _____

5. Has the child and/or the child's family been contacted and offered supports or information? _____

6. REPORT TO STATE AGENCY:

Agency called and telephone number: _____

Person spoken to: _____

Date and time: _____

What is agency's plan for response? _____

6. Additional information.

Response Checklist

Name of the child _____

Date of alleged incident _____

1. INCIDENT REPORT completed (*see Incident Report Form*)

Name of reporter

Date of report

Is the child safe?

What has to happen to get or keep child safe?

Concrete factual information re incident-- date, time, location, names of all present, parents told, others consulted, who has custody?

2. CONTACT PARENTS/FAMILY

When were parents/family contacted?

Documentation of contact (time, content of discussion)

What support has been offered? (visitation, worship, counsellors, support groups)

3. CONTACT COMMUNITY MEMBERS

When/how were the following people contacted:

Response committee.

Clerk.

Appropriate staff.

Attorney

Consultant

Insurance carrier.

Is there any appearance of conflict of interest?

4. CONTACT ALLEGED PERPETRATOR

When/how was the alleged perpetrator contacted?

Consider the following:

Will there be repercussions to the child or their family? Is it safe for the child? Is it safe for the alleged perpetrator-- does he/she have supports?

Document.

Should the alleged perpetrator be asked not to have contact with the victim, be excused from certain activities or asked to separate themselves from community events?

5. FILE A REPORT TO THE STATE (*see also Incident Report Form*)

Has the report to the state been made within 24 hours of the allegation?

Document when and to whom report is made. Will there be notification of the results of the report? Timelines and description of what the state will do?

6. WORSHIP

7. COMMUNITY

Who will write a statement to the community that balances concrete facts and confidentiality?

Consider calling a community meeting.

8. IMMEDIATE FOLLOWUP

Maintain contact with:

- alleged victim and family or supports
- alleged perpetrator and family or supports
- key community members
- entire community

Under what conditions will each party to the incident be in the community and various activities?

9. LONG TERM FOLLOWUP

Talk to affected staff and key community members for debriefing and feedback.

What did we learn? What do we want to do differently?

Did we handle confidentiality appropriately?

How will the confidential information about this incident be maintained as time passes?

Consider sharing with other communities or people who have been through similar events.

C. RESPONDING TO A CONCERN-- further discussion.

A Friends community may want to consider the following ideas in regards to planning how to respond to a concern that a child may have been sexually abused. Not all of the ideas will be applicable or realistic. Each community should adopt or change any of the following ideas in ways that make sense for their particular situation.

Ahead of Time:

1. An allegation that someone in a Friends Community has been sexually or otherwise abuse is devastating. It generates anger, shock, disbelief, confusion, abhorrence, silence, and paralysis. Often the meeting is at risk for extreme avoidance of the issue or acting as if nothing has happened. Often the meeting is at risk for precipitous action.

During times of turmoil, more worship and centeredness are needed than Friends usually attempt. When things are painful, spirituality seems to be the community "canary in the mine". Spirituality dies or decreases and then the community is at risk for conflict and dysfunction. George Fox grappled with this problem when he counselled Friends during times of persecution. His epistles at the time urged Friends that their patience must get the victory. He wrote that at such times Friends must be concerned with deepening the Spirit's presence (the power of the Lord) in meetings for worship... (This is quoted in Michael Sheerhan's Beyond Majority Rule.) At the time of an allegation there is great risk of community contagion. Edwin J. Mikkelsen has written "Responding to Allegations of Sexual Abuse" and this is cited in the "New England Conference of Safe Church Policies and Procedures." He warns that anger and fear can arouse community members to words and actions that may later be regretted.

Frequently the pain and crisis create an overwhelming potential to rush to action. This may end up being precipitous and hurtful. At other times the crisis may create inaction. However, when Friends respond in ways that are healing and centered it is usually preceded by a consciousness of God's presence. During painful times Friends need to sit with the pain and confusion. It is very often the case that discernment and appropriate action come most quickly when we invite them to come in God's time. Friends need to hold out for unity with God by frequently asking for worship in the moment and allowing it enough time. Friends also need to schedule worship. In either case Friends need to wait for God and not outrun their guide.

2. Develop and communicate a written plan before there is any allegation. Communicate that plan to the entire community. Communicate it regularly to parents, care providers, youth leaders, volunteers, clerks and appropriate committees. Develop an incident report form for use should there be an allegation of abuse and neglect. Consider developing a checklist for decision-making by those in the community who will be responding to any concern that is raised. (*See the "Forms" part of the appendix for samples of both types of forms.*)

3. Be sure that any incident form or response checklists are easily available ahead of time to anyone who would need them.

4. Identify who should respond to allegations. Insure those persons or committees are aware of their role and responsibilities. Insure that the community is aware of who responds. Appropriate clerks, staff and/or committees should review this yearly-- perhaps via annual report. Information about the responding committee (names/ phone numbers) should be included in the community and staff/ teacher/ volunteer literature.

In this discussion, those who are designated to respond to allegations will be identified as the Response Committee or R.C. The communities of the Religious Societies of Friends are diverse. Each meeting or Friends community should identify its own Response Committee. The Response Committees for different yearly meeting communities may be constituted quite differently. The Response Committee (R.C.) might be the ministry and counsel committee, the pastoral care committee, or the childcare committee. For a yearly meeting program it might be the Youth Program Committee or the Coordinating and Advisory Committee. It might be some other group specially designated by the Friends community. It is important that the Response Committee (R.C.) be more than one person. The R.C. should be identified ahead of time and periodically review its responsibilities. They should meet at least twice per year. They should communicate to the community regularly that they exist, who is on the committee, what their role is and communicate how they can be reached. The R.C. should report annually to the entire community about any activity, changes or suggestions for the community.

5. Insure that those who are identified (R.C.) to respond to allegations of abuse have appropriate information. They need to know and be able to review policy and guidelines for all community members working with children. The R.C. should be prepared to document its actions.

6. Insure that the R.C. knows the mandated reporting laws pertinent to all members of meeting. Mandated reporting varies for each state. The R.C. should have phone numbers and information for any state in which an event occurs and for any state in which a child lives. This information should include the daytime and 24-hour phone numbers needed for reporting. See additional appended material for the child protective government agencies in each state. The R.C. should periodically review mandated reporting web sites to keep abreast of any changes.

7. The RC should review the procedures ahead of time about what they will do should there be an allegation of abuse or neglect. They should be in unity with God regarding how they want to handle any concerns that they can foresee arising. These might include how to keep a child safe, how to separate the child and the alleged perpetrator, how they will contact the parents, when and how to share with the alleged perpetrator, whether to ask individuals to withdraw from times and activities to avoid contact between the child and the alleged perpetrator and what to say to the community.

8. Insure that the R.C. knows of counsellors and/or agencies that can support all parties involved in any allegations. This includes the alleged victim, alleged perpetrator and their family or friends.

9. The RC could identify a reputable expert in abuse and neglect that can consult to the community as needed. It may be helpful for this person to not be an integral part of the meeting community. The R.C. and clerk of the meeting should know how to contact this person quickly.

10. Insure that the R.C. knows of Quarter and Yearly Meeting personnel who can be called upon for advice and support. This might include New England Yearly Meeting (NEYM) Field Secretary, Christian Education Coordinator, Young Friends Coordinator, NEYM Ministry & Counsel, Permanent Board and NEYM Clerk. The R.C. should have the names and phone numbers of these individuals ahead of time.

11. Insure that the R.C. knows the insurance coverage of the meeting including who to contact-- name and telephone.

12. The R.C. may want to have the name of an attorney who has agreed to be available to consult should the need arise. For instance, the attorney could consult about how to proceed and could consult about risk of lawsuits. Sometimes when there is an allegation there are threats of a lawsuit. It is helpful to review this concern ahead of time because such threats can frighten and paralyse when they occur in the middle of a crisis. Being able to realistically respond and/or seek timely advice in response to such a threat can be enormously helpful.

13. The R.C. may want to make recommendations for training or education of community members. The R.C. and entire meeting should have education ahead of time about sexual abuse, abuse, substances, domestic violence and neglect. The R.C. should know that major crises might unfold in the community in ways that imitate individual dynamics among those immediately involved in the crisis. The R.C. should be prepared to deal with difficult issues. These could include fear, shock, denial, anger, distrust, miscommunication, and paralysis. Crises may unfold in the community in ways that imitate individual dynamics among those immediately involved. There is high risk of inadvertent re-victimization, mistakes, shame, role confusion, and power imbalance. Often there is increased isolation, poor boundaries, silence, inadvertent and purposeful collusion, forgetting and repetition of the problems. Frequently when someone is responsible for misconduct they react with outrage and blame the victim. However when people are mistakenly accused they may react in the same way. We need all the Divine help we can get for discernment. In regards to serious crises, the community should be prepared for a journey that may take years.

At The Time Of An Allegation:

1. At the time of the allegation, the youth workers need to contact the community. This will include some or all of the following: Response Committee, clerk, appropriate youth staff and/or coordinators, attorney, consultant, insurance.
2. When an allegation is made it is important to document the dynamics as they unfold. An incident report needs to be completed. The documentation should be written with the knowledge that it may be read by the affected parties at a later time. Taking the time to document the events can be an opportunity for calming down painful reactions and inviting discernment. This is often an opportunity for worship.
3. The R.C. should insure that all parties safe. The RC should do all it can to insure that any child and/or alleged victim is safe and separated from the alleged perpetrator. There should be immediate contact with parents or caretakers.
4. Report to the appropriate state agency. This should occur within 24 hours of the allegation. Document when and to whom the report is made. Will there be notification of the results of the report? Are there timelines and a description of what the state will do?
5. Contacting the alleged perpetrator can be complex. If the alleged perpetrator is a member of the community, they should be separated from any contact with the child. The R.C. should review how this would unfold. Is the child involved in activities at which an alleged perpetrator might be present-- first day school, excursions, social hours, worship? Does the alleged perpetrator need to be asked to absent her/his self from such activities? How will the community respond if the alleged perpetrator refuses?

If the alleged perpetrator of abuse or neglect is a family member, the R.C. and involved parties may need to plan how to identify and communicate with safe family members. Such planning and outreach may need to be done in the context of input from a state social service agency. That agency will often have specific recommendations and requests about how much to share. If the concern arises after hours or on a weekend key caretakers, community members and the R.C. need to know how to access after-hours emergency or hotline resources.

There will often be anger and confusion during such safety planning and activities. The R.C. should know that this is normal. It is usually not possible to know all that has happened at this point. Accurate information may be slow in coming. At the same time upset parties will want clear and immediate information and decisions. The R.C. members should do what they can to calmly support each other and other community members. At such times, the education, communication, and reports about safety issues that have occurred during the months and years before the event can make a huge difference.
6. The immediate action to make things safe needs to be balanced with confidentiality for all parties. Information should be shared with those who need to

know in order to support the child. Sometimes, when family members hear about such events, the pain that they feel is communicated to the victimized child creating inadvertent but devastating results. Parents may want to get advice before talking at length with their child about details of any alleged event. The best thing a parent can immediately do is to lovingly insure that the child is safe. Great care should be exercised in sharing the names of the involved parties. If a child has been victimized, the parents and family of that child have a right to exercise some control over how the information of the event is shared.

7. The R.C. could consult with experts about whether there is responsibility or ability to inform other communities about any allegations. For instance there have been instances in which a religious body gives a good reference and the person later perpetrates in another community. The perpetrator then moves on to yet another community and repeatedly uses the first reference.

8. The R.C. and others are strongly advised to communicate and consult with Yearly Meeting staff and/or Yearly Meeting Committees. There is usually wisdom, resources and history available from Yearly Meeting that can help the community in discernment and worship.

9. The R.C. clerk, staff and/or appropriate committee(s) should immediately and regularly monitor against conflict of interest. If there is even the appearance of conflict of interest adjustments should be made. Spouses, close friends and family members should not sit on the R.C.

10. Within the first few days, the R.C. and others should plan how to communicate with the entire community about any confirmed incident or (when appropriate) any allegations. This communication could be by letter. The letter should be carefully worded to be honest and forthright about what is and is not known. The letter should not share identifying or personal information about any of the parties involved. It is strongly advised that this kind of communication occur. It may very well generate pain and strong feelings in the community. Those reactions would probably occur anyway. This is a chance for the R.C. and others to plan how and what kind of information should be shared. If the community discovers painful information haphazardly it can more deeply damage trust and safety in the community.

11. Possibly plan community activities for communication and healing. If the community knows an incident of abuse, it is strongly recommended that a community meeting occur. It should be carefully planned with several trusted facilitators and input from people with expertise. Strong consideration should be given to inviting facilitators from other meetings, Yearly Meeting, and experts from outside the immediate community. The event may be marked by emotional turmoil, pain and hard questions. The event should be actively held in worship. Such events are often a first step toward healing. The facilitators should be clear about what they plan to share and what activities should occur.

One model used by some religious communities is described in a Methodist book titled Safe Sanctuaries, Reducing the Risk of Child Abuse in the Church by Joy

Melton: Begin in worship with the understanding that a statement of facts should be spoken. This statement should protect confidentiality but signal the determination of the meeting to address concerns. After 15 minutes of worship the group could then separate into small groups of 5 or 6 with a facilitator assigned to each group. Other facilitators would be available for extra support. Each group would encourage sharing with an effort to avoid judgment or debate. This small group sharing may take significant time. At a planned time the entire group would reunite for a time of worship and end at a scheduled time. Facilitators should plan to remain and be available for people's individual needs.

12. Follow-up with specific affected parties should be planned. This might entail visitation, worship, and clearness or support committees. Outreach should occur to all affected parties, the R.C., staff, volunteers, and others active in connection to the community response. Plans should be made for a review a few months later: Is there growth and healing? What have we learned? What changes do we want to make?

D. STATE REPORTING LAWS AND AGENCIES

Information current as of January 2005

National Hotline for Child Abuse and Neglect: 1 800 422-4453. Call this number to find out the hotline phone number to be used in your state to report abuse and neglect.

CONNECTICUT

Contact info:

Department of Children and Families Hotline: 1 800 842-2288
TDD Number: 1 800 624-5518

If you suspect that a disabled or elderly adult has been abused or neglected: 1 800 842-7303

In cases of domestic violence call the Hartford Interval House at 1 888 774-2900 or call the National Domestic Violence Hotline and ask for guidance: 1 800 799-7233.

The following is summarized from the Connecticut internet site on reporting abuse and neglect:

Who Must Report:

Connecticut law requires certain citizens to report suspected child abuse and neglect. These mandated reporters are people in professions or occupations that have contact with children or whose primary focus is children. The law requires that they report suspected child abuse or neglect. Under Section 17a-101 of the Connecticut General Statutes, the following are some of the legally mandated reporters (for a complete list visit the state web site or call the hotline and ask):

Any person paid to care for a child in any public or private facility, child daycare center, group day care home or family day care home which is licensed by the State, Battered Women's Counsellors, Licensed/Certified Alcohol and Drug Counsellors, Certified Emergency Medical Services Providers, Marital and Family Therapists, Physicians, Licensed Practical Nurses, Licensed Professional Counsellors, Members of the Clergy, Mental Health Professionals, Physician Assistants, Police Officers, Psychologists, Registered Nurses, School Guidance Counsellors, School Paraprofessionals, School Principals, School Teachers, Sexual Assault Counsellors, Social Workers, School Coaches or Coaches of Intramural or Interscholastic Athletics

What Must Be Reported

Mandated reporters are required to report or cause a report to be made when, in the ordinary course of their employment or profession, they have reasonable cause to suspect or believe that a child under the age of 18 has been abused, neglected or is placed in imminent risk of serious harm. (Connecticut General Statutes §17a-101a)

Internet Links:

Connecticut state government web site on child abuse reporting:
<http://www.state.ct.us/dcf/hotline.htm> ---This is a user-friendly site. It has direct links to the following two sites:

<http://www.state.ct.us/dcf/reptlaws.htm> ---This takes you to the "Summary of Reporting Laws" which begins with "What Mandated Reporters Need To Know". Here you will find a list of legally mandated laws and a description of the process of reporting as well as some information about any ensuing investigation.

http://www.state.ct.us/dcf/new_definitions.htm ---This site has definitions of child abuse.

Definitions of Abuse and Neglect:

OPERATIONAL DEFINITIONS OF CHILD ABUSE, NEGLECT, AND IN DANGER OF ABUSE

The following operational definitions are working definitions and examples of child abuse, neglect, and in danger of abuse.

- For the purposes of these operational definitions, the term *child* refers to any person under 18 years of age or any person under 21 years of age who is a DCF client.
- *A person responsible for a child's care* includes the child's parent, guardian, foster parent, an employee of a public or private residential home, agency or institution or other person legally responsible under State law for the child's welfare in a residential setting; or any staff person providing out-of-home care, including center-based child day care, family day care, or group day care.
- *A caretaker* is an individual in whose care a biological or adoptive parent or legal guardian has left a child on an extended basis and who exercises parental authority in the capacity of a guardian.
- The phrase *perpetrator given access to the child by the person responsible for the child's care* refers to those circumstances when the person responsible for the child's care uses poor judgment in entrusting the child to another individual who then causes injury to the child.

Abuse

- is a non-accidental injury to a child which, regardless of motive, is inflicted or allowed to be inflicted by the person responsible for the child's care
- includes:
 - any injury which is at variance with the history given
 - maltreatment such as, but not limited to, malnutrition, sexual molestation, deprivation of necessities, emotional maltreatment or cruel punishment.

Description/Examples: Sexual Abuse and Exploitation:

Sexual Abuse is any incident of sexual contact involving a child that is inflicted or allowed to be inflicted by the person responsible for the child's care. *Sexual abuse includes, but is not limited to, the following:*

- 1) rape
- 2) intercourse
- 3) sodomy
- 4) fondling
- 5) oral sex
- 6) incest
- 7) sexual penetration: digital, penile, or foreign objects.
- 8) Sexual exploitation of a child includes permitting, allowing, coercing or forcing a child to:
 - a) participate in pornography
 - b) engage in sexual behavior

MAINE

Contact info:

Bureau of Child and Family Services

To report child abuse or neglect call: 1 800 452-1999

Deaf/Hard of Hearing TTY: 1 800 963-9490

The following is summarized from the Maine Bureau of Child and Family Services internet links that are cited below:

Who Must Report:

The following adult persons shall immediately report or cause a report to be made to the Maine Bureau of Child and Family Services when the person knows or has reasonable cause to suspect that a child has been or is likely to be abused or neglected and when acting in a professional capacity (for a complete list visit the web site or consult the Maine law referenced at that web site:

Allopathic or osteopathic physician, resident or intern; emergency medical services person; physician's assistant; registered or licensed practical nurse; teacher; guidance counsellor; school official; children's summer camp administrator or counsellor; social worker; medical or social service worker; psychologist; child care personnel; mental health professional; law enforcement official; commercial film and photographic print processor; clergy member acquiring the information as a result of clerical professional work except for information received during confidential communications; any person who has assumed full, intermittent or occasional responsibility for the care or custody of the child, regardless of whether the person receives compensation; and any person affiliated with a church or religious institution who serves in an administrative capacity or has otherwise assumed a position of trust or responsibility to the members of that church or religious institution, while acting in that capacity, regardless of whether the person receives compensation.

What Must Be Reported:

Required report to district attorney. When, while acting in a professional capacity, any person required to report under this section knows or has reasonable cause to suspect that a child has been abused or neglected by a person not responsible for the child, the person immediately shall report or cause a report to be made to the appropriate district attorney's office.

Internet Links:

Maine state government web site with information on reporting child abuse:
<http://www.state.me.us/dhs/bcfs/abuse.htm>

Maine web site that has the Maine law listing who are mandated reporters and circumstances under which they are legally mandated to report child abuse—

<http://janus.state.me.us/legis/statutes/22/title22sec4011-A.html>

The Maine Bureau of Child and Family Services receives reports of suspected abuse and neglect. A description of this agency can be found at:

<http://www.state.me.us/dhs/bcfs/index.htm>

For a good summary of the Bureau's definitions of abuse and neglect look on the left side of this site and select "Child and Family Services Policy"

(<http://www.state.me.us/dhs/bcfs/policy/policy.htm>), open the "Child and Family Services Manual" and review the protective services sections. "Section IV.D" might be a good place to start.

Definitions of Abuse and Neglect

Title 22 MRSA, §4002 - Provides definitions

- a. Abuse or neglect means a threat to a child's health or welfare by physical or mental injury or impairment, sexual abuse or exploitation, deprivation of essential needs or lack of protection from these, by a person responsible for the child.
- b. Child is a person under 18 years of age.
- c. Custodial parent means a parent with custody.
- d. Custodian means the person who has legal custody and power over the person of a child.
- e. Jeopardy to health or welfare or jeopardy means serious abuse or neglect, as evidenced by:
- h. Serious harm means:
 - 1) Serious injury
 - 2) Serious mental injury or impairment, evidenced by severe anxiety, depression or withdrawal, untoward aggressive behavior or similar serious dysfunctional behavior
 - 3) Sexual abuse or exploitation. (See Section IV, Addendum A for Title 17A MRSA, §§251-255, Sex Offenses; Title 18 c. 93-B, MRSA, §2921, Sexual Exploitation of Minors; and Title 30, §508 Disclosure of Minor Victims of Sexual Offenses.)

- c. "Jeopardy to health or welfare" is that category of abuse or neglect which constitutes a threat of physical or mental injury or impairment or of sexual abuse or exploitation. A child must be adjudicated by the court to be in jeopardy before the court will issue a protection order regarding the child.
- 1) Jeopardy is evidenced by any of the following conditions of abuse and/or neglect when allowed to occur or caused by a person responsible for the child:
 - a) Serious physical injury or impairment - injury to specific bones or organs, impairment of specific physical functioning, impairment of physical health.
 - b) Serious mental injury or impairment - neurosis, psychosis, adjustment reaction dysfunction, impairment of normal mental development, as evidenced by severe anxiety, depression or withdrawal, untoward aggressive behavior, developmental delay or similar serious dysfunctional behavior.
 - c) Sexual abuse or exploitation - subjection by any person under 18 years of age to any of the acts treated as sexual offenses under the Criminal Code. (See Section IV, Addendum A)
 - 2) Jeopardy is evidenced by circumstances constituting a threat of any of the above conditions of serious harm, when those circumstances are allowed to exist or caused by a person responsible for the child.

MASSACHUSETTS

Contact info:

Child Abuse & Neglect Hotline: 1-800-792-5200

The following information is summarized from the internet links cited below:

Who Must Report:

To report possible child abuse or neglect in Massachusetts, you must first file an oral report by calling the Child-at-Risk Hotline at 1-800-792-5200 to notify the appropriate area office of the Department of Social Services (DSS). Adults who are legally mandated to report in Massachusetts include (for a more complete list visits the internet link cited below or review the Massachusetts law):

Physicians, Psychologists, nurses, public or private schoolteachers, educational administrators, guidance or family Counsellors, day care and child care workers (including any person paid to care for, or work with, a child in any public or private facility, or home or program), social workers, foster parents, police officers, school attendance officers including allied mental health and licensed human services professionals), psychiatrists, clinical social workers, drug and alcoholism counselors and priests, rabbis, clergy members, ordained or licensed ministers, leaders of any church or religious body, accredited Christian Science practitioners, or a person employed by a church or religious body to supervise, educate, teach, train or counsel a child on a regular basis.

Internet Links:

The general site for Massachusetts Department of Social Services is <http://www.mass.gov/portal/index.jsp?pageID=eohhs2subtopic&L=5&L0=Home&L1=Consumer&L2=Family+Services&L3=Violence%2c+Abuse+or+Neglect&L4=Child+Abuse+and+Neglect&sid=Eeohhs2> Here you will find links to topics related to abuse and neglect: reporting, definitions, warning signs, screening and investigation. There are also two publications that can be printed: "Parents Guide to Child Protective Services" and a "Child Abuse and Neglect Overview Booklet". The second booklet (31 pages) gives you extensive information on mandated reporting, Department screening and investigation, as well as other information on abuse and neglect.

For a quick summary of the reporting process and a list of mandated reporters see the following site:

http://www.mass.gov/portal/index.jsp?pageID=eohhs2terminal&L=5&L0=Home&L1=Consumer&L2=Family+Services&L3=Violence%2c+Abuse+or+Neglect&L4=Child+Abuse+and+Neglect&sid=Eeohhs2&b=terminalcontent&f=dss_c_can_reportin&csid=Eeohhs2

Description of Sexual Abuse:

MASSACHUSETTS DESCRIPTION OF SEXUAL ABUSE (taken from the website downloadable booklet cited above:

Sexual abuse occurs when an adult caretaker has any sexual contact with a child. This can happen through intercourse which is considered rape under Massachusetts General Law. It includes any oral, genital or anal penetration. Sexual exploitation and molestation are also considered abuse. These are defined as contact or interaction with a child, that is used to satisfy an adult's sexual needs and desires. This includes any verbally enticing language as well as fondling, masturbating or exposure of sexual organs by the adult. Sex between adults and children is never considered consensual.

NEW HAMPSHIRE

Contact info:

Bureau of Child Protection Child Abuse Report Line: 1 800 894-5533 or 603 271-6563 8-4:30 M-F. There is not way to contact the child abuse report line Monday - Friday after 4:30PM nor on weekends. For emergencies at these times reporters are advised to contact their local police departments.

Other ways to contact the Bureau of Child Protection:

Main Number: 603-271-4451, 8-4:30 M-F
Toll Free Number: 800-852-3345, 8-4:30 M-F
TDD Number: 800-735-2964, 8-4:30 M-F
Fax Number: 603-271-4729, 8-4:30 M-F

Street Address:
129 Pleasant St.
Concord, NH 03301-3857

Mailing Address:
NH DHHS Division for Children, Youth & Families
Bureau of Child Protection
129 Pleasant Street
Concord, NH 03301-3857

Who Must Report:

New Hampshire Statute requires any person with reason to suspect a child under age 18 has been abused or neglected must report that suspicion immediately to the Department of Children, Youth and Families (DCYF) Bureau of Child Protection.

If you have reason to suspect a child has been abused or neglected, contact DCYF by telephone from 8 :00 AM to 4:30 PM, Monday through Friday.

What Must Be Reported:

Proof of abuse and neglect is not required to make a report. Sometimes, people are unsure if a situation is abusive. Even if you're in doubt, call. DCYF has extensive experience in child protection. DCYF may find no abuse or neglect has taken place but may still offer assistance to the family.

Internet Sites:

<http://www.dhhs.nh.gov/DHHS/BCP/default.htm> There are links from this site that describe how to report, list the New Hampshire and Federal laws pertaining to child abuse reporting, describe the DCYF Bureau of Child Protection response to allegations of abuse and neglect, and list warning signs of abuse and neglect.

Definition of Sexual Abuse:

"Sexual abuse" means the following activities under circumstances which indicate that the child's health or welfare is harmed or threatened with harm: the employment, use, persuasion, inducement, enticement, or coercion of any child to engage in, or having a child assist any other person to engage in, any sexually explicit conduct or any simulation of such conduct for the purpose of producing any visual depiction of such conduct; or the rape, molestation, prostitution, or other form of sexual exploitation of children, or incest with children. With respect to the definition of sexual abuse, the term "child" or "children" means any individual who is under the age of 18 years. (New Hampshire Statutes, Child Protection Act, Section 169-C.3 (definitions) found on Internet site 6/05)

RHODE ISLAND

Contact info:

RI Child Protective Hotline: 1 800 742-4453

Other contact information:

Department of Child, Youth and Families (DCYF)
101 Friendship Street
Providence, RI 02903-3716
401 528-3502
e-mail: webmaster@dcyf.ri.gov

Who Must Report:

ALL persons in Rhode Island are required by law (RIGL 40-11-3) to report known or suspected cases of child abuse and/or neglect to the Department of Children, Youth, and Families within 24 hours of becoming aware of such abuse/neglect.

Internet Sites:

<http://www.dcyf.ri.gov/chldwelfare/> -- this is the general introductory site for Rhode Island Department of Children, Youth and Families, Child Protective Services.

http://www.dcyf.ri.gov/questions/quest_cps.htm -- this site is linked to the one above. It has frequently asked questions in regard to the protective and non-protective services of the Rhode Island Department of Children, Youth and Families.

http://www.rules.state.ri.us/rules/released/pdf/DCYF/DCYF_1248_.pdf -- this is the policy description that guides the Rhode Island Child Protective Services when they receive a report of abuse or neglect.

Definition or Abuse or Neglect: (found at the Rhode Island website– see links above):

Child abuse and neglect means the physical or mental injury, sexual abuse or exploitation, negligent treatment, or maltreatment of a child under the age of eighteen (18), by a person, including any employee of a residential facility, or any staff person providing out-of-home care, who is responsible for the child's welfare in a residential setting under circumstances indicating harm or threatened harm to the child's health or welfare. The term encompasses both acts and omissions on the part of a responsible person.

A person for a child's welfare includes the child's parent, foster parent, guardian, an employee of a private or public residential facility or other person legally responsible under state law for the child's welfare in a residential setting, or any staff person providing out of home care. Out of home care means child day care, i.e. family daycare, group day care, and center-based daycare.

VERMONT

Contact info:

Vermont Department for Children and Families
Family Services Division
103 South Main Street, Waterbury, VT 05671 (802)241-2131

Social Services District Offices are open Monday through Friday from 7:45am to 4:30pm. Call the number above for the local office telephone number or visit the first internet link listed below. For an after-hours emergency call 1-800-649-5285.

Who Must Report:

Vermont law requires legally mandatory reporters to report all suspected cases of child abuse and neglect. If they believe that a child has been abused or neglected they are required to report to the Vermont Family Services Division within 24 hours. For a complete list of mandatory reporters see the Vermont web site listed below or call the Vermont Family Services Division. Mandatory reporters include licensed practical nurses, mental health professionals, physicians, psychologists, registered nurses, any other health care providers, school guidance Counsellors, principals, teachers, child care workers, police, social workers, camp administrators or Counsellors, and clergy.

Internet Links:

Vermont state government web site on child abuse reporting:
<http://www.path.state.vt.us/cwyj/cabuse/tnrpt.shtml> -- there isn't much information on this site but it seems to be the introductory portal and has the current phone numbers.

http://www.path.state.vt.us/cwyj/manual/castoc.shtml#_INTAKE_AND_INVESTIGATION– this site lists policy web site locations for definitions of abuse and neglect as well the policy describing how Vermont responds to reports of abuse or neglect.

<http://www.path.state.vt.us/cwyj/publications/MandatoryReporting.pdf> – this site accesses a publication on mandated reporting in Vermont. This publication also includes a nice write-up on developing an organizational policy of mandated reporting.

Definitions of Abuse and Neglect: (taken from the Vermont State Government websites listed above).

- *Abused or neglected child* is a child whose physical health, psychological growth and development or welfare is harmed or is at substantial risk of harm by the acts or omissions of his or her parent or other person responsible for the child's welfare. Also, a child who is sexually abused or at substantial risk of sexual abuse by any person (33 VSA §4912(2)).
- *Child* is an individual under the age of majority (33 VSA 4912(1)).
- *(Child) Day Care Facility* is any place operated as a business or service on a regular or continuous basis, whether for compensation or not, whose primary function is protection, care, and supervision of children under sixteen years of age outside their homes for periods of less than twenty-four hours a day by a person other than a child's own parent, guardian, or relative (33 VSA Chapter 35 § 4902(2)).
- *Domestic Violence* is a pattern of assaultive and coercive behaviors including physical, sexual, psychological, emotional, and economic coercion that an adult or adolescent uses to obtain and maintain control over an intimate partner.
- *Emotional maltreatment* is a pattern of malicious behavior which results in impaired psychological growth and development (33 VSA §4912(7)).
- *Exploitation* is taking unjust advantage of another person for one's own gain.
- *Harm* (33 VSA §4912(4)) can occur by:
 - physical injury or emotional maltreatment;
 - failure to supply the child with adequate food, clothing, shelter or health care, including medical or non-medical remedial health care permitted or authorized under state law (33 VSA Chapter 49);
 - abandonment
- *Incest* is sexual relations between people who cannot marry under Vermont statute. According to 15 VSA, Chapter 1, Section 1 "A man shall not marry his mother, grandmother, daughter, granddaughter, sister, brother's daughter, sister's daughter, father's sister or mother's sister". Also, "A woman shall not marry her father, grandfather, son, grandson, brother, brother's son, sister's son, father's brother or mother's brother." (Note: First cousins may marry in Vermont.)
- *Impair* is to weaken, to make worse, to lessen in power, diminish, or relax, or otherwise affect in an injurious manner (Black's Law Dictionary).
- *Perpetrator* is an individual of any age who is determined to have committed child abuse or neglect.

- *Person responsible for a child's welfare* is the child's parent, guardian, foster parent or any other adult residing in the home who serves in a parental role; an employee of a public or private residential home, institution or agency; or other person responsible for the child's welfare while in a residential, educational or day care setting, including any staff person (33 VSA 4912(5)).
- *Risk of harm* means a significant danger that a child will suffer serious harm other than by accidental means, which harm would be likely to cause physical injury, neglect, emotional maltreatment or sexual abuse. (33 VSA §4912(4)).
- *Sexual abuse* is any act or acts by any person involving sexual molestation or exploitation of a child including, but not limited to, incest, prostitution, rape, sodomy, or any lewd and lascivious conduct involving a child. Sexual abuse also includes the aiding, abetting, counseling, hiring, or procuring of a child to perform or participate in any photograph, motion picture, exhibition, show, representation, or other presentation which, in whole or in part, depicts a sexual conduct, sexual excitement or sadomasochistic abuse involving a child (33 VSA §4912(8)).
- *Substantiated Report* means that the Commissioner or the Commissioner's designee has determined after investigation that a report is based on accurate and reliable information that would lead a reasonable person to believe that the child has been abused or neglected (33 VSA §4912(10)).

(State Laws Agencies word 6 21 05 b)

Sexual Abuse--- Additional Information

Child sexual abuse is any sexual act with a child performed by an adult or another child who is more powerful.

There is clear documentation of youth sexually abusing other youth. The coerciveness of youth-on-youth sexual abuse may be characterized by physical force, extreme social pressure or major age difference.¹

Sexual abuse may include exposure to sex, extreme sexual threats or suggestions, voyeurism, touch, sexual acts, intercourse, violence, humiliation or assaults. It might include fondling the child's genitals, getting the child to fondle someone else's genitals, mouth-to-genital contact, rubbing genitals on the child, or actually penetrating the child's vagina or anus. Other forms of sexual abuse include showing an adult's genitals to a child, showing the child pornographic pictures or films, or using the child as a model to make pornographic materials.

For each state's definition of abuse, neglect, or sexual abuse see "State Reporting Laws and Agencies" in the appendix.

When there is sexual abuse it is not unusual for the child to be threatened with harm to themselves, friends or family members if they tell. Frequently the child will be told that they will be in trouble or that they will not be believed if they tell. Sometimes the perpetrator of the sexual abuse tries to signal affection with gifts, words and actions during the abuse. However, there are also instances of children being emotionally or physically tortured while the sexual abuse occurs.

Boys and girls are sexually abused most often by adults or older children who are known to them and who can exert power over them. The victim knows the offender in at least 8 out of 10 reported cases. The offender is often an authority figure that the child trusts or loves. The offender persuades, bribes, tricks, or coerces the child to engage in sex or sexual acts.²

Many government statistics about child abuse are based on legally mandated information submitted by states to the U.S. Department of Health and Human Services Administration for Children and Families. This information is drawn from child-specific reports that were investigated by state child protective agencies. By virtue of

¹ Many authorities describe youth-on-youth sexual abuse. Three specific references for further information include Bolen, Rebecca, Child Sexual Abuse, Its Scope and Our Failure 2001, Cobble, Hammar, and Klipowicz, Reducing the Risk II, Making Your Church Safe From Child Sexual Abuse 2003, and an article by Frances Sink, Sexual Abuse in the Lives of Children, Martha Strauss (ed.) Abuse and Victimization across the Life Span 1990. In addition Gene Abel & Norma Harlow The Stop Child Molestation Book 2001 describes that many perpetrators begin their offending disposition and/or behavior as teens.

² For further discussion of the dynamics and/or incidence of victims knowing their perpetrators see Bolen op cit, Judith Herman Trauma and Recovery, and US Department of Health and Human Services Child Maltreatment Reports, latest report is for 2003.

this method of data collection, perpetrators in a caretaking role are probably statistically over-represented. For instance, Massachusetts does not mandate that sexual abuse be reported if the perpetrator is not a caretaker. In addition, when such reports are received they are screened out and therefore not reported to the Federal Government as an investigated allegation. The most valid estimates of child sexual abuse are based on prevalence studies done by random sampling of the adult population. Such studies ask adults to describe any abuse that occurred to them as a child. Even the results of these studies vary enormously because of the use of different definitions of sexual abuse, different methods of sampling (in-person, questionnaires) and differing numbers and types of questions. Results of prevalence sampling range from 1% to 16% of men reporting sexual abuse as a child. Women sampled in such studies report a 2% to 62% prevalence of child sexual abuse. Two careful reviews of sampling studies that attempt to control for variations in sampling techniques conclude that over 25% of women and over 10% of men are sexually abused in childhood.³ Prevalence studies indicate that at least 60% of all female child sexual abuse and at least 80% of all male child sexual abuse occur outside of the family. Girls in particular seem to be at similar risk from a variety of perpetrators. These include acquaintances, strangers, friends, family friends, authority figures, and dates or lovers.⁴

Studies that entail random sampling identify that children are at less risk of sexual abuse within their family. It appears that 60 -80% of all childhood sexual abuse occurs outside of the family. For female victims it appears that they are at risk from a wide range of groups.⁵

Studies and rates of reporting are variable, but a review of the literature on sexual abuse suggests there are deeply concerning patterns in our society that will continue unless there are major social and cultural changes:

³ There is much literature on sexual abuse of children. Good discussion of prevalence can be found in Bolen op cit, U.S. Department of Health and Human Services op cit, , Robert Freeman-Longo & GERAL BLANCHARD Sexual Abuse In America: Epidemic of the 21st Century 1998, Cobble, Hammar and Klipowicz, op cit, Kathleen Faller Understanding and Assessing Child Sexual Maltreatment 2nd edition 2003, Gene Abel & Norma Harlow The Stop Child Molestation Book 2001, and Anna Salter Predators: Pedophiles, Rapists, & Other Sex Offenders 2003.

⁴ Much of the literature on sexual abuse doesn't carefully look at the source of the statistics. Often the literature cites the U.S. Department of Health and Human Services information which is gathered from state government agencies that frequently addresses abuse by *caretakers only*. This would naturally over-represent family perpetrators. This issue is extensively addressed in Bolen, op cit and referenced Faller op cit p. 11. Both cite adult population studies describing that the majority of child sexual abuse happens outside of the family. The interested reader is also encouraged to review the Annual Data Collection Process in the U.S. Department of Health and Human Services statistical reports.

⁵ See Bolen and Health and Human Services reports for further information.

1/4 of all female youth and 1/10 of all male children will very likely be sexually abused before they are adults.

At least 60 % of all sexual abuse occurs outside of the family.

Girls in particular are at risk from a wide variety of circumstances and individuals. This seems to indicate a culture-wide risk of sexual abuse for girls.

In summary, there appears to be a societal epidemic of child sexual abuse.

Personal accounts of victims and studies indicate that children often wait months or years to share. Adults hope that the child would tell them or someone else about it. Yet, children who are being abused often have been convinced or threatened by the abuser that they must not tell anyone about it. The child often responds to this by not thinking about or putting the sexual abuse into worded memory. Therefore memories and initial statements about abuse may be vague and incomplete. The child may be “discovering” that what happened to them is not their fault, that it was abuse and that it might be safe to think or talk about it. For many victims, the act of clearly remembering or thinking about the abuse is initially experienced as if the event were happening again. Therefore the victim may sometimes only engage in increments of consciousness and disclosure. The amount of consciousness and disclosure may be dependent on how strong and safe the child feels about her/himself and the people around them. Often the child does not share for a long time because they do not feel that anyone is prepared to listen, believe or ask about the problem. To both themselves and people around them, the child may just hint about the problem. Some abused children may tell their friends about it, who may then tell an adult. Many children tell about abuse after a personal safety program is held at their school. Sometimes adults may have suspicions about abuse. Sometimes the adult to whom the child shares is shocked and angry even if they believe the child. The child may interpret their anger at the perpetrator as disbelief and anger at the child. Children have often been told by perpetrators that the child will be in trouble if they share. An angry response by the listener may cause the child to believe that the perpetrator's prediction has come true.⁶

It is hard to measure, but most professionals that work closely with victims feel that children rarely fabricate on purpose about sexual abuse. There are few instances in the U.S. Dept. of Health and Human Services studies when information was gathered about the incidence of intentionally false allegations of sexual abuse. In 2003, five states reported an incidence of intentionally false allegations that ranged .08 to 1.3%. All agree that when fabrication does occur, it is often because of suggestive questions. All of this information indicates that when there is an allegation of sexual abuse occurs it is important to take it very seriously. It is also important to make sure that someone expert in child sexual abuse interviews the child in a non-suggestive and safe context.⁷

⁶ For an excellent discussion of the fears and delays that the child victim might have in sharing see Herman op cit and Sink op cit. These writers are excellent in describing the child's state of mind and need for safety as is Faller op cit.

⁷ See U.S. Dept of Health and Human Services op cit, Christine A. Courtois, Recollections of Sexual Abuse 1999, and Judith Herman op cit,

Studies and accounts also indicate that many children who are sexually abused show no overtly noticeable signs for weeks, months or even years. Therefore reliance on watching for “common” signs of sexual abuse may contribute to false sense of security.⁸

Similarly, there are many different motives and types of sexual perpetration. Significant numbers of sexual perpetrators become very practiced at living a double life and presenting in highly trustworthy and admirable ways. They may be in committed relationships. They may have sons and daughters. Other types of perpetrators are briefly (opportunistically) active and then often refrain from abuse for a period of time before repeating the behavior. Even experts about sexual abuse emphasize that they generally cannot detect a perpetrator of sexual abuse by meeting them or spending time with them. Perpetrators are most often identified because they have been caught in the act, because they confess and/or because several different victims persuasively identify them.⁹

There is no reliable “profile” of victims or perpetrators of sexual abuse. The best way to prevent sexual abuse is not by detection, but by deflection and prevention. Parents and caretakers repeatedly ask if there are indicators of sexual abuse. There are indicators that sometimes occur. However the following indicators may have other causes besides sexual abuse. It is also important to remember that the absence of these indicators does not mean that sexual abuse did not happen. When children have been sexually abused it might cause the following:

- difficulty walking or sitting
- bruised or bleeding genital or anal areas
- frequent stomachaches, headaches, or extreme fatigue
- sexually transmitted diseases
- precocious sexual knowledge or behavior
- poor sleep and/or nightmares
- promiscuity
- inappropriate sex play
- running away or acting out
- unprovoked cruelty to animals or other children
- depression-- withdrawn, behavioral change, poor hygiene
- major change (more or less) in weight or eating
- difficulty concentrating or distractedness
- major change (more or less) in interpersonal boundaries or touch
- noticeable fear of a person or certain places.

⁸ Sink *op cit* pp. 91 & 95-104. Also see the discussion of asymptomatic child sexual abuse victims in Faller *op cit* p. 51. Also see British and Australian professional organization statements published in the extensive appendix of Courtois *op cit*.

⁹ See Anna Salter *op cit*; Cobble, Hammar, and Klipowicz, *op cit* pp. 12-14; and Joy Thornburg Melton, *Safe Sanctuaries, Reducing the Risk of Child Abuse in the Church*, pp. 17-20.

If the abuser is a friend or family member, you may be tempted to try and solve the problem yourself. However, when parents alone try to stop sexual abuse, they will most often be unsuccessful. If you suspect child sexual abuse speak with others who can give guidance. This might include a pediatrician or medical provider, a therapist with expertise, a clinic or a legal authority. It is important to confront your suspicions and ask for support and guidance.

For more information about indicators of abuse and neglect contact state agencies or visit their web sites. One can also contact the American Academy of Pediatrics by mail or internet. Another source of information on child sexual abuse or other forms of abuse is the National Committee for Prevention of Child Abuse, PO Box 2866, Chicago, IL 60690.

(Sexual Abuse Additional Information 6 20 05 c)

Child Safety: Getting Started

By Christel Jorgenson

from the Christian Education Newsletter, New England YM, February 2004, slightly altered with new info

Several factors have brought the issue of child safety to our Quaker meetings. Scandals in other churches have been in the news. Insurance companies are becoming more involved in setting standards in order to cover liability. We may have never given it much thought and now it seems to be important.

Of course, we Quakers could be priding ourselves on "it could never happen here." It isn't something we like to imagine as possible. It is a hard issue to consider, for any person, for any meeting. We quite naturally resist it. After all, with our small and close-knit community, our emphasis on honesty and compassion, the peace testimony. . . don't these give us a strong foundation for a healthy environment for our children? Yes. But it is not a guarantee. It can happen here. As well, we need to be aware of the issue because of the other environments our children find themselves in. Studies show disturbing statistics—that ten percent of boys and twenty percent of girls have experienced sexual abuse before the age of 18—and some studies show a higher percentage. Compassion for children requires that we take seriously our responsibility to minimize the risk of child abuse in our meetings and in our communities.

What should your meeting be doing?

Since this is a new idea for many of us, educating ourselves and our meetings is a place to start.

I am on a small task force that is investigating what other denominations and groups are doing by way of training programs, guidelines, and procedures, with the goal of developing appropriate guidelines and procedures for our

- organization that does not sell insurance or endorse providers.

yearly meeting's youth programs. We are considering how best to disseminate what we are learning and how it can be most helpful for the yearly meeting.

The most useful information I've found to date can be found at www.reducingtherisk.com. For a relatively low cost (\$49.95), you receive a manual, a training manual, a dvd with six video segments, and a year's access to the training materials on their web site. Whereas previously (I saw their materials from ten years ago) they emphasized liability, now they've moved the primary focus to the wellbeing of the child and the religious community, while not neglecting to give you pertinent legal information about liability and court cases. It's current (2003), thorough, and full of applicable examples and principles. The dvd has a twenty minute introduction that could be used effectively to lay out the reasons why a policy is important. The remainder of the two hours or so can be used for training, since it covers the major points of the manual. The training manual gives step by step meeting plans for various constituencies who will need to be informed and trained. The on-line training could be a solution for the problem of training people at a distance or who sign on after a group training. I think it's excellent. Two other resources could also be helpful:

- www.nonprofitrisk.org is the web site of the Nonprofit Risk Management Center, which is a nonprofit

Since their web site deals with lots of

- risk issues that nonprofits face, it worth browsing. Their publication titled *A Season of Hope: A Risk Management Guide for Youth-Serving Nonprofits* has lots of clearly presented useful information. You can order it in electronic or print form from their web site.
- *Safe Sanctuaries: Reducing the Risk of Child Abuse in the Church* by Joy Thornburg Melton, is a resource/workbook developed by the Methodist Church. It provides pragmatic information and step-by-step process suggestions. This book has already been helpful as Cambridge (MA) Meeting has begun a process to look for ways to be more pro-active in protecting the youth of the meeting.

One thing emphasized in all publications is that a program will fail if it is not a priority for the whole group/congregation. In the Quaker tradition of discernment, engaging the hearts and minds of the whole community around a serious issue would deepen the process and allow for more light and grace. In any process, our goal is not to lay blame, but to keep the focus on the children and our adult role as their protectors. Part of the process in Cambridge is also “to educate and empower children and youth to advocate for themselves and to speak up when they see or experience something that feels wrong.”

Criminal background checks can be a part of a screening process, but are limited in effectiveness and are not a substitute for applications and reference checking. In Massachusetts, there are laws requiring Criminal Offense Record Information (CORI) checks for volunteers in organizations whose work

might be is primarily to provide programs for children under 18 years of age. Many churches have determined that they should do these background checks. Amesbury Meeting (MA) was advised that they should do this, and all members and attenders who work or might work with the children agreed that their records could be requested from the state.

This may also be an opportunity for working with other faith communities in your area. Find out what other churches are doing, how they are training. You may be able to draw on their experience and find “fellow travelers” or even participate in their training program. Share what you learn with other meetings in your quarter or yearly meeting.

One weekend I completed a four-hour volunteer training program in a Catholic parish. I think they are rising from their crises with a very effective program. At the same time, it was deep-in-the-gut disturbing to hear testimonies from perpetrators and survivors. As a whole, the message was hopeful that awareness can prevent these tragedies.

I asked myself if it creates an atmosphere of apprehension and suspicion—and in the end, I think it does not. Soberness about our responsibility is more my sense of it. And it does not drown out the joy. The next day in worship, I found myself cherishing our children all the more—each little wiggle, giggle, and whisper. We have the privilege of being in community with such engaging, lively spirits. We need to protect this great gift from God.

An Outline of Ingredients

Cambridge Friends Meeting has been working on guidelines, procedures, and monthly meeting education. These things are in the formative stage, but are nearing completion.

When we set out, we needed a checklist for what we needed to include. Ours looked like this:

Elements of our Child Safety Policy:

- 1) Raising awareness and invoking participation of the whole meeting
 - a) Brochure/s
 - b) Written materials for newsletter and weekly announcements
 - c) Information and training opportunities
 - d) Formalizing annual/semiannual child safety processes (training, screening, etc)
 - e) Providing any assistance necessary to the First Day School coordinator to carry out the policies

- 2) Workers with children or youth
 - a) Screening
 - i) Application
 - ii) References
 - iii) Criminal Record Check?
 - iv) Interview
 - b) Training
 - i) Written materials
 - ii) Seminars
 - c) Supervision
 - i) Oversight of workers
 - ii) Staff-to-children ratio
 - iii) Guidelines for behavior
 - iv) Check list for safety of First Day School and events (ie youth retreats, childcare at meeting retreats)

- 3) Physical surroundings
 - a) Sleeping arrangements
 - b) Minimizing hazards
 - c) Transportation

- 4) Procedures for incidents
 - a) Child revealing abuse
 - b) Observed problematic behavior
 - c) Mandated reporting
 - d) Responding to allegations
 - e) Incidents made public

Forms needed:

1. Job application
 - 1a. Volunteer application
2. Reference
3. Telephone reference check
4. Driver
5. Incident report

Written statements needed:

1. Cover letter for applicants
2. Information letter for parents and others
3. A Minute of Concern from monthly meeting

HOW CAN I HELP PROTECT MY CHILD FROM SEXUAL ABUSE?

Talking about potentially victimizing situations can be similar to discussing other safety messages (what to do to cross the street, in case of fire, how to dress for certain weather). It is never too early. Other suggestions for talking with children to give them information without instilling fear:

Body Safety Rules can be discussed with children from as early as two years old.

- Give them an accurate working vocabulary for parts of the body.
- Discuss different types of touches: "good" or "happy" touches (hug or kiss from Mom, Dad, holding hands when crossing the street, piggy back ride); "bad" or "hurtful" touches (biting, hitting, pinching, pulling hair); "confusing" or "mixed up" touches (one that starts out as "good" then changes so that it gives the child a "funny feeling" (wrestling can be this way or some caresses).
- Differentiate between secrets and surprises. A surprise is something good that is eventually told. A secret is something that is never supposed to be told. Let your child know that s/he should always tell a scary secret that gives a "funny feeling".

Training in Assertiveness

- Say "NO" rather than giving reasons using weaker phrases like "Well, I don't think so."
- Shaking head to reinforce "NO"
- Establishing eye contact with someone the child is talking to.
- "No, Go, Tell".

Talk with your Children about their daily activities. Listen and encourage them to share their thoughts and feelings with you. Listening skills that enhance your child's ability to communicate include:

- Rephrasing your child's comments to show you understand, for example:
 - o Child: Danny wouldn't play with me today, and I'm not going to be his friend anymore.
 - o Adult: Danny wouldn't play with you! You must have felt very hurt and angry.
- Watching and believing your child's body language, for example:
 - o S/he says nothing is the matter but his/her lip is quivering. Believe s/he is sad or upset.
- Helping children understand their body parts and their right to personal body space (you can describe personal body space as a "magic circle" for younger children).
- Giving non-verbal support and encouragement (smiling, hugging, winking, patting on shoulder, making eye contact, reaching for your child's hand).
- Using a tone of voice consistent with the words you are using (being careful not to sound sarcastic, or condescending or all-knowing).
- Using encouraging phrases to show your interest and to keep the conversation going (such as, "Oh really," "Tell me about it," "Then what happened," etc.)

Discuss “OK” and “Not OK” Secrets

A secret about touches to their private parts is not their secret and should be told.

Let your children know that you want to know

Tell them if anyone forces or tricks them into an uncomfortable touch, you will believe them. Even if they had to do the touch, it isn't their fault and you will do whatever you can to protect them.

Practice “Keeping Safe” skills with your child

One way to start this is with the “what if _____” game. The “what if” game is very simple, and can be used with children as young as three years old. It can be used to teach general safety rules as well as to prepare children for people who may want to touch them in their private parts. For example, the parent can begin with: “What if you were lost and couldn't find your way home? What would you do?” The child then gets to play out the scene, learning to brainstorm different solutions to a common problem. You can be available to provide suggestions of your own. When your child feels comfortable with the game, you can ask: “What if someone touched you in your private parts and told you to keep it a secret? What would you do? Who would you tell?”

Do not insist that they obey blindly any adult in authority

In cases of uncomfortable touch, tell them they can say “NO”, even to adults they love and trust. This should apply to a range of interactions, including hugs, kisses, or sitting on someone's lap. Even if the intention of touch on the part of the adult is not harmful, the child should be supported in saying “NO”, or negotiating a different type of interaction/touch that they feel more comfortable with. You can help friends and relatives understand that they are helping to keep children safe by respecting their “NO”.

Help build your child's self esteem

This is crucial to preventing abuse of all kinds.

- Give praise to your child for effort as well as accomplishment. Eg, “that was a good try.”
- Help your child have realistic goals for him/herself (don't expect too much – failure can be a crushing blow”. His/her personal best is as valuable as a blue ribbon.
- When correcting, criticize the action, not the child.
- Helpful example: Climbing that wall was dangerous. You could have been hurt, so don't do it again.
- Hurtful example: You are so careless! Don't you know you shouldn't do something stupid like that?
- Give your child real responsibility appropriate to her/his age (this way they learn to be a valuable part of a team and derive a sense of accomplishment). You can consult with her/his teacher or day care worker if you aren't sure which tasks s/he is old enough to be responsible for.
- Show your children you love them. Hugs, kisses, and saying “I love you” help your child feel good about her/himself.

Make a list of House Safety Rules

List house safety rules (for children alone at home after school). Go over these rules together periodically to make sure your children remember them. These rules should include:

- Teach telephone safety.
Children should never reveal that they are alone. They should say, "My Mom/Dad can't come to the phone right now." They should be taught to hang up the phone if they receive an obscene phone call or if someone refuses to give his or her name. Teach your child to dial 911 for emergencies. Explain what an emergency is. Practice with them (on a play phone).
- Answering the door.
Young children can be taught to ask "Who is it?" and not to open the door unless an adult is present.

*From Pam Nelson, "Training Works"
For Friends Meeting at Cambridge, February 2005*

LITERATURE AND RESOURCES

WEB PAGES

www.uua.org/cde/ethics/balancing/

This Unitarian Universalist site provides the text of a publication: "Balancing Acts; Keeping Children Safe in Congregations" by Reverend Debra W. Haffner. It addresses education and policy, as well as issues around sex offenders in the congregation.

www.uua.org/cde/education/safetyguidelinestl.pdf -

This provides the Unitarian Universalist guidelines from the Pacific Southwest District for Child and Youth Protection

www.reducingtherisk.com - This site can be used for education, as well as purchasing training materials (manuals and dvd's). A subscription entitles access to these materials plus online training. It is focused on religious communities and is recommended by Church Mutual Insurance Company.

See "State Reporting Laws and Agencies" section for websites for the individual states, which also have helpful information. Vermont's is especially thorough and user friendly.

PRINTED MATERIAL

Manuals:

Reducing the Risk II; Making Your Church Safe from Child and Sexual Abuse – Christian Ministry Resources, by James Cobble, Jr., Richard R. Hammar, Steven W. Klipowicz, Church and Law Tax Report, 2003. Available from reducingtherisk.com

Reducing the Risk II; Making Your Church Safe from Child and Sexual Abuse , Training Manual by Steven Klipowicz, James Cobble, Christian Ministry Resources. Available from reducingtherisk.com

Safe Sanctuaries: Reducing the Risk of Child Abuse in Church, by Joy Thornburg Melton, Discipleship Resources, 2003.

Safe Sanctuaries for Youth: Reducing the Risk of Abuse in Youth Ministries, by Joy Thornburg Melton, Discipleship Resources, 2003
Article

Background reading:

Abuse and Victimization Across the Life Span, by Martha Strauss ed., 1990

Addressing Sexual Abuse in Friends Meetings, by the Working Party on Sexual Abuse of NEYM Ministry and Counsel, 1994. Available from the NEYM Office

Child Sexual Abuse: Its Scope and Our Failure, by Rebecca M. Bolen, Kluwer Academic/Plenum Publishers, 2001

The Courage to Heal: A Guide for Women Survivors of Child Sexual Abuse, by Ellen Bass and Laura David, Cambridge, MA: Harper and Row, 1988.

Predators: Pedophiles, Rapists, and other Sex Offenders by Anna Salter, Basic Books 2003.

Sexual Abuse in America: Epidemic of the 21st Century, by Robert Freeman-Longo and Gerald Blanchard, 1998

The Stop Child Molestation Book by Gene Abel and Norma Harlow, 2001

Trauma and Recovery, by Judith Herman, Basic Books, 1997.

Understanding and Assessing Child Sexual Maltreatment by Kathleen Faller, 2nd edition, 2003

ORGANIZATIONS

National Center for Missing and Exploited Children, 699 Prince St., Alexandria, VA 22314, www.missingkids.com

Center for the Prevention of Sexual and Domestic Violence, 2400 North 45th St., #10, Seattle, WA 98103, www.cpsdv.org

National Clearinghouse on Child Abuse and Neglect Information:
330 C St. SW, Washington, DC 20447, www.calib.com/nccanch

February 12, 2016

At Yearly Meeting in 2015, the Archives Committee was charged to work with a representative of Permanent Board on a Deed of Gift (DoG) transferring ownership and care of the Archives of the Yearly Meeting to Special Collections and University Archives of the W.E.B. DuBois Library at the University of Massachusetts, Amherst (SCUA). Karen Sanchez-Eppler of Permanent Board volunteered to assist us, and we began work on this charge, and several related issues, soon thereafter. The Archives Committee is now returning to Permanent Board with a nearly finished charge.

After two discussions with Rob Cox, reviewing his, and other, Deeds of Gift, and much thought about the process, the Archives Committee still felt very unclear about what the DoG was designed to do. Generally speaking, a DoG is designed to transfer ownership of records, but the Yearly Meeting and SCUA also needed a way to continue to communicate about future transfers. It gradually became clear that what was needed were two separate documents: the originally planned DoG and a Memorandum of Understanding (MoU). The former document would cover the transfer of extant records and provide a scaffold for the latter document. The MoU would cover in more detail arrangements for future transfers, handling of issues of privacy, and ongoing communication. The Committee came to see the MoU as a living document, reviewed annually, where changes, decided upon collaboratively between NEYM and SCUA, can be made. There are many kinds of changes that might become necessary in the future: technological shifts such as sending digital documents rather than paper ones (if meetings choose to do this), changes in either organization (new employees, committee reorganizations, and so on) which affect communication between the two, or changes in the records to be collected (meetings or committees being formed or laid down).

Once the Committee reached clarity on that point, it became easier to write the documents. It would have been helpful if clarity could have been reached before December of 2015, but things happen in their own time. The Archives Committee today brings to Permanent Board a Deed of Gift which has the approval of NEYM's attorney and Rob Cox. What we do not have is a finished Memorandum of Understanding. We have more than the beginnings of one, as can be seen in the submitted draft, but to complete this will take more work with Rob Cox, and it may well require the hiring of a temporary archivist to help us see what needs to be in the MoU. The Archives Committee asks that the Yearly Meeting go ahead with approving and signing the Deed of Gift and transferring the Yearly Meeting Archive to SCUA while we work with SCUA on shaping and finalizing the MoU.

Clarence Burley
Marilyn Booth Manzella
Eileen Crosby
Carol Forsythe
Brian Quirk
Nancy Slator
Mary Frances Angelini, Clerk

Representing the New England Yearly Meeting of Friends (Quakers) [hereafter “NEYM” or “The Donors”], I agree to convey to the Department of Special Collections and University Archives of the UMass Amherst Libraries (hereafter “SCUA”), all legal title that we can claim, copyright, and literary property rights in the following materials:

**Records of the New England Yearly Meeting of Friends
(referred to in this document as “The Collection”)**

as an unrestricted gift, except as specified in the accompanying Memorandum of Understanding and in the “restrictions and exceptions” below.

Restrictions and exceptions:

SCUA shall be responsible for all aspects of archival care of The Collection, including but not limited to description and arrangement, cataloging, preservation pursuant to accepted professional standards, digitization, promotion, interpretation, exhibition, and making works available for research and scholarship. NEYM understands and agrees that the location, retention, cataloging, preservation, and disposition of The Collection by SCUA will be conducted at SCUA’s discretion, in accordance with University policy and applicable law, and in consultation with The Donors. The Collection shall be available to NEYM or its designees for review, research and scholarship to at least the same extent as the general public. In the event that SCUA shall elect to dispose of The Collection or any of its constituent parts, such materials shall be returned at SCUA's expense to The Donors or to any third party The Donors shall designate. Should SCUA discover any body of materials to which NEYM cannot claim ownership, or in the event of a valid ownership challenge, SCUA will separate these materials, and SCUA and NEYM will follow the procedure in the Memorandum of Understanding to negotiate the return of the material.

To the extent that NEYM holds copyright to the materials in The Collection, NEYM grants to SCUA a nonexclusive license to exercise NEYM’s rights under the Copyright Act (17 U.S.C. §101 et seq.) and to authorize others to exercise these rights pursuant to a Creative Commons Attribution of SCUA’s choosing. Should SCUA discover any material in The Collection to which NEYM does not hold copyright, SCUA will notify NEYM at its earliest convenience, and refer to the procedures in the Memorandum of Understanding.

SCUA agrees to work with NEYM to develop policies to manage ongoing deposits of materials, and to record these agreements and changes in the Memorandum of Understanding.

SCUA agrees to work with NEYM to develop policies for materials in The Collection that pose concerns for privacy or sensitivity. This policy shall include the option for NEYM to request closing specified parts of The Collection that are deemed by NEYM or SCUA to pose such concerns. Such closure shall be for a limited period of time and of a duration clearly specified by mutual agreement between SCUA and NEYM. The process for determining such duration is specified in the Memorandum of Understanding.

Memorandum of Understanding

Part 1.

The Department of Special Collections and University Archives of the UMSS Amherst Libraries ("SCUA") and the New England Yearly Meeting of the Society of Friends ("NEYM") bring different gifts to the relationship; SCUA brings knowledge and expertise in managing, maintaining, and providing access to archival collections and institutional records. NEYM brings knowledge of the history and organization of itself and, more broadly, Quakers, and contacts and communications systems with and among NEYM and the individuals that form the corporate body called NEYM. Both parties also bring a willingness to work together to provide access to the records of the past and to manage current and future records.

This Memorandum of Understanding is intended to be a living document. Both parties understand and agree that changes in process and procedure may become necessary over time. This Memorandum of Understanding will serve as a place to record mutually agreed upon changes. At a minimum, both parties should review this document every year and they should both agree that it is working well. In the event that one or both feel that changes should be made, or new agreements and understandings recorded, they should collaborate to find a mutually agreeable processes and procedures.

The Collection will be transferred from The Rhode Island Historical Society (RIHS) to SCUA at SCUA's expense, and they will make the arrangements for the transfer with RIHS. As part of this transfer and the accession process, SCUA will create a list of the items in the collection and share that list with NEYM.

- Part 2. As stated in the Deed of Gift, SCUA and NEYM agree to work collaboratively to
- A. understand the content of The Collection, and resolve any ownership, copyright, and privacy issues that may arise during the cataloging of the collection, or once intellectual access to The Collection is given to the general public
 - B. develop systems of communication to aid the future collection of records from monthly and quarterly and the Yearly Meeting.

- Part 3. The Deed of Gift has four places that specifically refer the parties to the Memorandum of Understanding. This section contains the elaboration of policy and procedure. It is, however, not intended to limit either party to just those areas if both parties discover other areas that need mutual agreement. Sections may be collaboratively added, subtracted, or edited as the need arises.

A. Contacts and organizational structures

As an aid to collaboration, both parties will keep the other updated about who to contact to get help or support. For NEYM, possible points of contact include: the NEYM Archivists, the Clerk of the Archives Committee, any member of the Archives Committee, and the NEYM Field Secretary. All appropriate contact information are to be kept updated by NEYM. For SCUA, possible points of contact include: the Head of Special Collections and University Archives or the Curator of Collections. SCUA will keep contact information up to date.

B. Ownership Issues

1. NEYM agrees to convey to SCUA all legal title to The Collection as an unrestricted gift, except as specified in the Deed of Gift and this Memorandum.

2. SCUA agrees that in the event that it shall decide not to retain any materials within The Collection, all such materials shall be returned to NEYM, upon request, at SCUA's expense.
3. There are items in the collection which NEYM does not own. These items will be set aside during the accession process and the rightful owners contacted. Return of these items to their owners will be done at mutually agreeable times and places.

C. Copyright Issues

1. NEYM agrees to transfer all copyright and literary property rights in The Collection to SCUA in order to facilitate research use.
2. It is understood that NEYM can legally transfer only those rights which it owns; and that The Collection contains materials for which copyright ownership is uncertain or owned by other parties. In such cases, SCUA shall make it clear to researchers that it is the researcher's legal responsibility to obtain proper consent from the legal owner before publication.
3. Should NEYM or any of its constitutive bodies request, they may retain copyright for clearly designated portions of The Collection for a clearly specified duration. SCUA requests a nonexclusive right to authorize all uses of these materials for non-commercial research, scholarly, or other educational purposes pursuant to a Creative Commons Attribution, Noncommercial license. SCUA further requests irrevocable non-exclusive royalty-free worldwide perpetual license for all reasonable discretionary uses incidental to The Collection's inclusion in SCUA (including, but not limited to, digitization, exhibition, display, and research access) may implicate copyrights.
4. Requests to publish from any materials in The Collection for which NEYM elects to retain copyright, apart from those permitted under statutory copyright exceptions such as fair use, shall be forwarded to the NEYM Archives Committee for consideration.

D. Privacy and Sensitivity Issues

1. NEYM reserves the right to restrict research access to any body of records within The Collection due to concerns over personal privacy, confidentiality, or any other points of sensitivity. The request for closure must be given prior to transfer of the records to SCUA, and the materials designated for closure must be clearly identified, including specification of a firm date after which the records can be made available to all researchers.
3. The period of closure may be as long as necessary for the sensitivities to pass. In most cases, SCUA recommends periods of closure between ten and twenty-five years, though longer periods may rarely be appropriate. Materials deemed too sensitive ever to be made available to researchers should not be transferred to SCUA.
4. NEYM may request access to restricted materials during the period of closure; all other use shall be prohibited.

E. Ongoing Deposits

1. Future accruals to The Collection are expected and shall be deemed as falling under the terms of this agreement.
2. NEYM and SCUA will work to establish a regular schedule for transfer of future additions to The Collection, including records of NEYM, its Quarterly and Local Meetings, and other constitutive bodies.

Internal Nominating Committee Report to Permanent Board Feb.,2015

Clerk: Sarah Gant 2015 2018

Recording Clerk : Rebecca teele: 2015 2018

2016	2017	2018	2019	2020
#Sarah Gant #Sandy Isaacs Bruce Neumann Elias Sanchez Eppler Fritz Weiss Nancy Isaacs Elizabeth Szakowski	Holly Baldwin #Suzanna Schell Sara Smith Karen Sanchez Eppler Travis Belcher Hannah Zwirner	Susan Davies # Donn Weinholtz Jean McCandless Rebecca Steele #Jeremiah Dickinson Rocky Malin Leanna Kantt Justice Erikson	Ian Harrington Chris Gant Ginny Bainbridge Bill Walkauskas #Philip Stone #Deanna Chase #Carolyn Stone #Allan Kohrman	# Ben Guaraldi # Galen Hamman # Rosemary Zimmermann Anna Radocchia Tom Jackson Carole Rein

in second term (can't be reappointed)

* filling ut erm – can be reappointed 2 entire terms

Sub Committee	2016	2017	2018	2019
Clerks Nominating	#Allan Kohrman Ben Guaraldi	Fran Brokaw Donn einholtz	Marion Athern Leslie Manning	
Personnel	Rebecca Leuchak Jan Hoffman Bob Murray Edward Baker	Chris Gant Vacancy Elizabeth Szakowski	Neil Blanchard KarenSanchez Eppler	Travis Belcher Carl Williams
Internal Nominating	Patsy Shotwell Carolyn Stone	Susan Davies	# onn Weinholtz + arah ue Pennell	# +Patsy Shotwell # Carolyn Stone
YM Nominating at Large	Rhoda Mowry Virginia Bainbridge Vacancy	+ Sara Sue Pennell Richard Ristow Leslie mans	Connie incaid – Brown Marian Baker	
Student Grant Disbursement		Allan ohrman RebeccaLeuchak Justice Erickson Ian Harrington		
Friends Camp Nominating		Brad Bussiere Nichols Mary nowlton Leslie Manning		
NEYM Secretary Supervisor		Edward Baker		

Bold = Submitted for Permanent Board Approval + = not on Permanent Board

= in second term (can't be reappointed)

Quaker City Unity Friends Meeting

Jenny Wright, co-clerk: 168A Quaker City Road, Unity, NH 03603; 603-543-0910
Rebecca MacKenzie, co-clerk: 7 Glenwood Drive, Claremont, NH 03743; 603-504-2851;
reb178@myfairpoint.net

September 27, 2015

Dear Friends,

Loving greetings from Friends of Quaker City Unity Friends Meeting in New England Yearly Meeting (NEYM). We commend to your loving care Friend Rebecca MacKenzie. Rebecca is a member of Quaker City Unity Friends Meeting, and will be traveling in the ministry.

Rebecca currently serves as co-clerk of Quaker City Unity Friends Meeting and is a member of the Ministry and Oversight Committee of NEYM's Northwest Quarter. She also serves on NEYM's Earthcare Ministry Committee. Rebecca is active in local and regional efforts to foster a spiritual awakening and loving response to Earthcare stewardship and social justice issues. To this end she offers programs in New England and New York Yearly Meetings and beyond with the goal of creating a human presence on Earth that is spiritually-centered, socially just, and ecologically sustainable.

Rebecca draws our attention to the words of Thomas R. Kelly in his work titled "The Simplification of Life" from a collection of his essays and lectures in *A Testament of Devotion* (1941; p. 122-123):

There is a way of life so hid with Christ in God that in the midst of the day's business one is inwardly lifting brief prayers, short ejaculations of praise, subdued whispers of adoration and of tender love to the Beyond that is within. No one need know about it. I only speak to you because it is a sacred trust, not mine but to be given to others. One can live in a well-nigh continuous state of unworded prayer, directed toward God, directed toward people and enterprises we have on our heart. There is no hurry about it all; it is a life unspeakable and full of glory, an inner world of splendor within which we... may live. Some of you know it and live in it; others of you may wistfully long for it; it can be yours.

Now out from such a holy Center come the commissions of life. Our fellowship with God issues in world-concern. We cannot keep the love of God to ourselves. It spills over. It quickens us. It makes us see the world's needs anew... It is from this holy Center we relove people, relove our neighbors as ourselves, that we are bestirred to be means of their awakening. The deepest need of men is not food and clothing and shelter, important as they are. It is God. We have mistaken the nature of poverty, and thought it was economic poverty. No, it is poverty of soul, deprivation of God's recreating, loving peace. Peer into poverty and see if we are really getting down to the deepest needs, in our economic salvation schemes. These are important. But they lie farther along the road, secondary steps toward world reconstruction. The primary step is a holy life, transformed and radiant in the glory of God.

This love of people is well-nigh as amazing as the love of God. Do we want to help people because we feel sorry for them, or because we genuinely love them? The world needs something deeper than pity; it needs love. (How trite that sounds, how real it is!) But in our love of people are we to be excitedly hurried, sweeping all men and tasks into our loving concern? No, that is God's function. But He, working within us, portions out His vast concern into bundles, and lays on each of us our portion. These become our tasks. Life from the Center is a heaven-directed life.

To this end, Rebecca bears witness to the words of Brian Drayton in his book *On Living with a Concern for Gospel Ministry* (2006; p. xiii):

We have no time but this present time to bear witness to the power of the Light to re-create the human heart, and thus transform our doing, our seeing, and our speaking. There is much tenderness and good will among us, but have we been baptized with fire, as well as the Holy Spirit?

In her ministry, Rebecca emphasizes that as we open to the Love and Light of the Holy Spirit, that "fire" is ignited. We are each able to discern our very unique and important tasks in the healing of ourselves, our families, our communities, our nation, and our world. Externalities fall away, and we are shepherded in a loving way towards our call to healing by the Spirit. She is led to encourage each to discover our role in this healing work, as unique as the God-given life we live; and to support one another in fulfilling that which we are called to do.

Rebecca has carried a minute of endorsement from our meeting since 2014. She is also endorsed by Northwest Quarterly Meeting and Permanent Board of NEYM. After careful consideration the meeting has found unity to approve this minute of travel.

We hold Rebecca in our prayers and trust that God will richly bless your time together.

On behalf of Quaker City Unity Friends Meeting,

Jennifer Wright 9.27.2015

Co-Clerk of Quaker City Unity Friends Meeting, New England Yearly Meeting of the Religious Society of Friends

Philippe J. Wright 12.6.2015

Clerk of Northwest Quarterly Meeting, New England Yearly Meeting of the Religious Society of Friends

Sarah B. Gault 2.20.2016

Clerk of Permanent Board, New England Yearly Meeting of the Religious Society of Friends

Storrs Friends Meeting

57 Hunting Lodge Road
Storrs, Connecticut 06268
860-487-1847

November 1, 2015

Greetings to Friends of New England Yearly Meeting:

This letter is carried by Gerald (Jerry) Sazama, a faithful member of Storrs Friends Meeting of the Religious Society of Friends. He is traveling among you with a concern he has titled "Quaker Spirituality: Hope for Troubled Times."

Jerry first requested approval of our Meeting to travel with this concern in 2011. As a result of our discernment process we were united in the knowledge that he was responding to genuine leadings of the Spirit. At a Meeting for Worship with Attention to Business held on March 20, 2011 we approved a Minute supporting his travel with this concern through 2014.

Jerry feels that he is called to continue to share this concern with Meetings in New England and has asked that his Travel Minute be renewed. After appropriate discernment, including consultation with his Support Committee and experiencing Jerry's workshop, we are again united in the knowledge that he is responding to God's call to continue to share this concern. At our monthly Meeting for Worship with Attention to Business held on October 25, 2015, we approved the issuance of this Travel Minute. Gerald plans to travel under this concern between 2015 and 2018 with annual reports given to Ministry and Worship Committee of Storrs Friends Meeting.

We commend Jerry to your loving care as he travels among you. We urge you to open your hearts and join him in seeking greater understanding of how Friends' experience and practice can guide us in these troubled times. We eagerly anticipate any response you may have to his presentation.

Yours in the Light,



Anna Andrews, Clerk
Storrs Friends Meeting

Northampton Friends Meeting
Called meeting for worship for business
February 28 2016

Friends gathered at the rise of meeting for worship.

2016-14 Letter of introduction for Benigno Sanchez-Eppler to travel to Cuba

The clerk brought forward the following letter:

Friends of Cuba Yearly Meeting

January 30, 2016

Dear Friends,

Warm greetings from Northampton Friends!

Please welcome again our dear Friend Benigno Sanchez-Eppler, whom you have asked to teach at the Cuban Quaker Peace Institute (Instituto Cuáquero Cubano de Paz). Benigno intends to travel in Cuba for this purpose from March 10 to 20, 2016.

Benigno is a familiar Friend to you, and beloved of Northampton Friends. We know from his previous visits to you and your endorsements of his travelling minutes how much you value him and his work among you. We in his home meeting recognize the depth and power of the Spirit that guides him in this ministry, and pray that the same Spirit will make good use of his translations and teaching among you.

We welcome this new opportunity to send our love with Benigno, and look forward to hearing news of Cuban Friends on his return.

Yours in the Light and Love of God,
Macci Schmidt, Clerk
Northampton Friends Meeting

Friends approved.

PROVIDENCE MONTHLY MEETING OF FRIENDS
99 MORRIS AVENUE
PROVIDENCE, RHODE ISLAND 02906

Travel Minute for Elizabeth Cazden

13th Third Month, 2016

To Our Dear Friends in the Cuba Yearly Meeting:

Our member Elizabeth Cazden has told us of her concern to travel to Cuba in May 2016 to teach a course on "Quaker Diversity" at the Cuban Quaker Institute of Peace (Instituto Cuaquero Cubano de Paz), and to travel among Cuban Friends as time permits. Her teaching draws on her extensive research and writing on Quaker history, as well as her experience with the diversity of Friends in the United States and around the world through Friends United Meeting and Friends World Committee for Consultation.

This travel would be under New England Yearly Meeting's ongoing "Puente de Amigos" with Cuban Friends. As you know, Betsy has visited Cuban Friends a number of times before, first in 1993 and most recently in 2012. In accordance with our practices, she has had a clearness committee named by the NEYM Puente de Amigos Committee, and has also reviewed her plans with Ministry & Counsel of Providence Monthly Meeting.

We find Betsy clear to travel to visit Cuban Friends as a representative of New England Yearly Meeting, as way may open. We recommend that this letter be endorsed by Rhode Island-Smithfield Quarterly Meeting and forwarded to the NEYM Permanent Board, in accordance with procedures for NEYM travel to Cuba.

We further ask Betsy to carry our loving greetings to you as she joins you in worship, study, and fellowship.

Dan Lederer
Presiding Clerk