

## Permanent Board Minutes November 19, 2016 - Uncorrected

New England Yearly Meeting of Friends  
Permanent Board Minutes - Uncorrected  
November 19, 2016  
Vassalboro Monthly Meeting

**16-83 Opening Worship:** Friends gathered in worship at Vassalboro Monthly Meeting, welcomed by Vassalboro Friend Susan Davies.

### **16-84 Roll Call:**

- Present: Sarah Gant, Clerk; Becky Steele, Recording Clerk; Travis Belcher, Deana Chase, Susan Davies, Jeremiah Dickinson, Hannah Zwirner Forsythe, Christopher Gant, Ian Harrington, Rebecca Leuchak, Carole Rein, Karen Sanchez-Eppler, Sara Smith, Bill Walkauskas
- Regrets: Holly Baldwin, Justice Erikson, Ben Guaraldi, Galen Hamann, Leana Kantt, Christopher McCandless, Jean McCandless, Anna Radocchia, Elias Sanchez-Eppler, Suzanna Schell, Philip Stone, Elizabeth Szatkowski, Don Weinholtz, Rosemary Zimmerman
- Absent: Kimberly Allen, Tom Jackson
- Ex Officio: Edward Baker (Ex officio YM Supervisor), Noah Merrill (YM Secretary), Shearman Taber (Treasurer), Fritz Weiss (Presiding Clerk)
- Guests: Joann Austin (Vassalboro), Paul Cates (Vassalboro), Darcy Drayton, Elizabeth Reuthe (Vassalboro), John Reuthe (Vassalboro), Phebe McCuskey (Hanover), Holly Weidner (Vassalboro), Kathleen Wooten, Martin Zwirner Forsythe, Mary Zwirner (Beacon Hill)

**16-85 Presiding Clerk's report** (attached): Shared excitement about August 2017 Sessions. So much to report. Rejoicing at the life and activity thriving among New England Friends this fall. "Lord is at work in this thick night of darkness." But after this recent election, we see challenges ahead that we may not have anticipated. Are we ready? Are we worthy? Remember that God sent a carpenter's son, not Caesar. Not the wisdom of men, but the foolishness of God that we must look to. Must have confidence that it is God that is calling us, even if we don't think we're worthy.

**16-86 Yearly Meeting Secretary's report** (attached): The Secretary shared highlights from his written report, including the following:

- Traveling to worship and visit with New England Friends
- QuakerSpeak videos
- Grant applications
- Public statement regarding the Standing Rock protectors of the earth
- Archives update
- Personnel update
- Living Faith gathering this fall
- Meeting with Shoemaker Fund trustees about young adult outreach, along with New York YM and Baltimore YM
- Post-election letter to Friends throughout New England (attached) about the need for spiritual hospitality, welcome, connection, and support after the election, which has been taken up by New York YM Friends and others in the wider community.

**16-87 Treasurer's report:** written report is attached.

- The Treasurer needs help: first, for someone to serve as Assistant Treasurer; and second, for help in reviewing past finance documents and gathering data as part of an ongoing review of NEYM's finance policies.
- Preliminary report from the end of FY 2016: NEYM is continuing to draw down reserves; the deficit for FY 2016 appears to be higher than anticipated. The Treasurer anticipates needing to draw down at least \$50,000 from the Pooled Funds (called a "quasi-endowment"), but seeks authorization to liquidate up to \$100,000 to cover possible additional needs from FY 16 and FY 17. Friends **approved** giving the Treasurer authorization to withdraw up to \$100,000 from the quasi-endowment.
- There was a request that monthly meetings be informed about what NEYM needs from them in order to sustain its work (not just the budgeted amount, but what the YM needs to be sustainable).

**16-88 Long-Term Financial Planning Committee:** The committee shared information from its written report (attached). Friends discussed NEYM's priorities, both as Friends and as an organization. Friends discussed the centrality of the life of the spirit moving through New England and beyond, and the ways in which NEYM's organization supports and sustains that life. We were reminded that it is important not to mistake the garden for the tools. God makes the garden, and it is our job to make sure we take care of the tools (i.e., the organization and resources) needed to sustain the garden, and use them well.

**16-89 Finance Committee:** The YM Secretary presented the committee's report on behalf of the finance committee clerk, who was out of the country the day PB met. The Finance Committee worked long and hard on the financial implications of NEYM's compliance with overtime rules, as well as the broader question of how NEYM treats its staff. The Finance Committee came up with 3 proposals (see attached report). The YM Secretary shared that after researching salaries for comparable positions at other nonprofits, NEYM was at the low end of the pay scale. Friends noted that the budget for the entire yearly meeting is less than the budget for many individual churches in other faiths. Sitting in worship, Friends expressed messages of appreciation for the ministry staff provides to New England Friends. They felt that financial support will come if we do a good job informing monthly meetings and individuals throughout New England what NEYM has to offer. They also noted that after this past election, it is likely that all of us will be called to do more than before, and that NEYM will be needed more than ever. Friends felt that the time for avoiding hard choices has passed, and that we are being called to answer God's call to action. Friends also recognized the need to be good stewards. We felt that when we are clear what we need to do, Friends will respond.

Friends **approved** raising the salaries of permanent full-time staff and offering proportional raises to part-time staff (i.e., a 13.5% raise), and committed to making sure that adequate funds are raised to live fully into this obligation without unsustainably depleting the YM's resources. Members of Permanent Board committed personally to increasing their contributions to NEYM, with a 5% increase as a guide (with Friends giving more, or less, as they are able).

The Secretary discussed possible reasons that the FY 2016 deficit was around \$8,000 greater than budget; in short, income from programs and retreats was slightly less than planned, and there is very little room in the budget for trimming expenses. The Secretary noted that,

although the deficits need to be addressed, they are not extremely large in proportion to NEYM's annual budget of around \$1.2 million (including Friends Camp).

**16-90 Youth Ministry Committee:** The committee submitted a revised child safety policy incorporating minor changes recommended by legal counsel (attached). Friends **approved** the revised Child Safety Policy. The committee is completing a compilation of state laws regarding child safety, which will be available as an appendix to the policy. The revised child safety policy will be available on the YM website. The committee will consider ways to share this policy with monthly meetings, along with other resource materials on child safety that may be helpful.

**16-91 Legacy Gift Committee:** Friends were referred to the committee's written report (attached). At the committee's request, Sarah Gant will continue serving the committee in an *ex officio* capacity.

**16-92 Yearly Meeting Nominating Committee:** Friends **approved** Legacy Gift committee class of 2019, Nat Shed; PB class of 2021, Mary Zwirner; Publications and Communication class of 2019, Tom Jackson; Racial, Social, Economic Justice class of 2017, Scott Rhodewalt.

**16-93 Friends World Committee for Consultation:** Friends **approved** the following NEYM representatives to FWCC's Section of the Americas: Jonathan Vogel-Borne (through 2017), Mary Hopkins (through 2017), Debbie Humphries (through 2018), and Chris Jorgenson (through 2018). Rachel Guaraldi was approved to serve out the remainder of her term after her transfer of membership from Baltimore YM. Judy Goldberger, Clerk of FWCC-NE, was approved to serve as a NEYM representative from 2017 through 2020.

**16-94 Friends Camp Nominating Committee** Friends **approved** Doug McCown and John Reuthie.

#### **16-95 Permanent Board Internal Nominating Committee**

**16-96 White Supremacy:** Some Friends have stepped forward to consider Holly Baldwin, Philip Stone, Mary Zwirner; called for more Friends to come forth.

**16-97 Travel Minutes:** Friends authorized the PB clerk to approve traveling minutes for Karen Sanchez-Eppler (Cadwalladers too).

#### **16-98 Informational Reports and Announcements**

- Friends Camp Director's Report: 7 November 2016
- Leadings, Meetings and Money: 15 October 2016
- Minute of Support for Standing Rock
- Thanksgiving gathering at noon at Cole's Hill in Plymouth (Native Americans holding a day of mourning)
- Two Friends from Wellesley meeting have written *Approved!*, an excellent illustrated guide for children to Quaker business meeting. Copies were provided for PB members to bring back to their meetings. More copies can be ordered by contacting Nancy Haines (Wellesley meeting) or by following a link from the Secretary's report in the October NEYM newsletter.

*Presiding Clerk Report to Permanent Board  
November 2016*

Dear Friends,

We live in the light and power of the Spirit. I have been challenged during the past few days to remember this. Our hope is in the Truth we know together. I am deeply looking forward to gathering with you this coming weekend.

Friends in NEYM have been faithful this fall. I hope you have heard from Friends who have been working with the “prophetic action”-working working group carrying our specific witness to support direct action in the face of the challenge of climate change. I hope that participants in the conference on Quaker Women in Public Ministry have shared their experience with you. I hope you have been watching the Quaker Speak videos being produced in partnership with New England Yearly Meeting. I hope that those of us who attended the first “Living Faith Gathering” this weekend in Portland Maine can share stories of our time together. Friends have gathered in a day exploring gifts, leadings and money and have had a weekend together at Woolman Hill sharing and learning the skills of pastoral care. We have had a rich fall.

I was asked to facilitate a conversation at the Living Faith Gathering for those who choose to stay for dinner on “Supporting the ministry of Friends in New England.” Those present who were thinking deeply about this topic, and who were engaged in questions of naming ministry, supporting ministry and sustaining ministry, inspired me. By the end of the evening, a participant noted that we had referenced at least seven other places in the Yearly Meeting where this conversation was occurring – in the groups gathered with a concern for gospel ministry, in the conference of Quaker Women in Public Ministry, in the Legacy Gift committee, in the witness committees – RSEJ, ECM – and at Ministry and Counsel and Permanent Board.

The planning for sessions 2017 has begun. We have discerned a theme: “Living into transformation” referencing Romans 12:2” *Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect.*”

Discerning our theme was difficult this year. We felt a deep sense that we hope to continue to explore how we, as a community, are called to be in this world in this time. One suggestion: “Living into the kingdom while residing in empire.” resonated with us strongly. As I have sat with the discernment and the theme we have named, I have found myself considering how Friends have always understood the lamb's war as starting with the inward conviction by the spirit and subsequent ability to live into a new spiritual space; but always led to gathering together in community and accepting God's mission or witness.

Marty Grundy has accepted our invitation to be the Bible Half hour speaker and has begun considering her message. Ruby Sales has agreed to give the plenary address, and to stay with us through the week and is hoping for opportunities to engage with us more directly.

Noah and I have released a public statement “A call for Prayer and Support for Standing Rock.” which can be read on the NEYM webpage.

The review of committee’s purposes, procedures and composition is proceeding. Most committees have begun the process. My impression is that committees are embracing this invitation to be clear about their work. One committee that I hope you will hold in your prayers is the Peace and Social Concerns committee. This committee has not been meeting for several years. I invited a group of concerned Friends to a conversation to consider the role of a Peace committee and the intersection of the witness committees in our structure as a first step to revitalize Yearly Meeting support for peace witness. This concern will be before the C&A committee at our November meeting.

With Love

Fritz Weiss  
Presiding clerk

To: NEYM Ministry & Counsel and Permanent Board  
From: Noah Baker Merrill, Yearly Meeting Secretary  
Re: Report in preparation for November 19 meeting of the Permanent Board

*“To be afraid is to behave as if the truth were not true.”*

- Bayard Rustin

Dear Friends,

My report for this meeting is shorter than usual. Events of the last two weeks and our responses to them have taken precedence over my writing this time. While it has only been a short time since we last gathered, this has been a very full time for our faith communities and—as you well know—for our wider world.

In preparation for our meeting, I invite you to read—or re-read—the monthly email newsletters from [October](#) and [November](#). I hope these provide a broad overview of some of the energy of the last two months in the life and ministry of New England Friends.

Here’s a link to the letter sent by the NEYM staff to all local meetings the day after the election. To date, we’ve heard it has been shared with all the local meetings in New York Yearly Meeting, Baltimore Yearly Meeting, Great Plains Yearly Meeting, and then by Friends General Conference with meetings across North America. It has also been distributed in Britain, Canada and Kenya. I have been grateful to hear that some have found it encouraging and useful.

My understanding is that our Presiding Clerk will share a report on the recent Call to Prayer and Support for Standing Rock, issued under our policy on time-sensitive public statements. I hope you have also had the opportunity to [watch the second in the series of videos](#) as part of our partnership with QuakerSpeak – the most recent focuses on “How Quaker Meetings Deepen Worship”; the next video will feature New England Friends reflecting on “How Quaker Meetings Support Ministry.”

I look forward to our meeting, and to sharing with you in the work before us. May we be worthy of the challenges set before us in this time of such fear, pain, hope and joy.

A few brief updates:

### **General visits and travel in ministry**

This fall I have continued to visit with as many local meetings as possible given my other responsibilities. In the eight weeks since September 24 I have visited for worship and additional connection with South Starksboro, Hartford, Wellesley and Hanover Meetings, and also attended Falmouth Quarterly Meeting. I have had significant but less formal contact with Friends serving in leadership roles in eleven other meetings during that same time period. I’ve been called on to offer pastoral care for individuals in crisis and in conflicts between Friends, and to meet with several yearly meeting committees (often meeting with two or more in a given

weekend). I met for an in-person, day-long meeting with our new Friends Camp Director to begin welcoming her to the YM staff and to identify the many important areas where collaboration and support is needed in order to continue the work set in motion by the Friends Camp Good Governance process. I also met with the Young Adult Friends Standing Committee to explore ways that the life and work of that leadership group and the wider participants in the NEYM Young Adult Friends retreat program could be more fully integrated with the wider community and ministries of New England Friends.

### **Grant Proposals**

As part of her program on *Foundations in Christian Leadership* through Duke Divinity School, and supported by the Lilly Endowment, Kathleen Wooten submitted a proposal to support increasing the effectiveness of our work using social media, and sharing what the NEYM organization is learning about social media with a wider circle of Friends to support and strengthen local meetings. Several meetings in our region are now using Facebook to connect more widely, support outreach, share news and promote events. This \$5000 grant would provide for educational and networking events in New England, and support our further learning as we work toward the growing edges of how faith communities (and especially our local meetings) are making use of social media for connection, outreach and ministry.

I also approved Friends Camp Director Anna Hopkins' intention to apply to Obadiah Brown's Benevolent Fund for \$5000 in support of safety upgrades at Friends Camp.

### **Archives**

The Archives Committee, supported by Rachel Onuf as our consulting archivist and Office Manager Sara Hubner, has continued its work to review and update the records collection policy for the NEYM Archives. This is the next and hopefully nearly the last step before we will be able to resume transfer of records from local meetings to the Archives in their new home. A letter (in process) will be sent soon to all meetings with an update on the status of the Archives.

### **Pastors Retreat**

In October I helped lead the annual retreat for Quaker pastors in New York and New England Yearly Meetings. Our attendance was down from previous years, reflecting the decline in the number of meetings with currently serving pastors, the lack of resources to support pastoral ministry among Friends, and the many challenges several of our pastoral meetings face. My sense is that for the coming year we will need to re-evaluate how we have sought to care for and nurture pastoral meetings and the pastoral tradition, in terms of the resources we invest and how those resources are focused. I look forward to increasing support from and collaboration with Ministry & Counsel as we seek ways to respond in more effective and concrete ways to the needs of our pastors and pastoral meetings. Regardless, it was again a nourishing and tender time for those who attended.

### **Update on Communications and Staffing**

Due to other competing priorities this fall, we have not moved forward with either the intended postcard mailing to promote new subscriptions to the email newsletter, nor the evaluation for current email newsletter subscribers. I now hope we will find space for this work as we approach the holidays or soon after.

I feel a responsibility to acknowledge that due to limited staff capacity and time, much of the increase in communications work in recent months has meant an increase in the workload of the Office Manager, and more significantly by me in the role of YM Secretary. While I believe this work – especially publishing the monthly email newsletter – is a critical area of growth and attention for our yearly meeting, I don't believe it's sustainable in the longer term without readjusting some responsibilities or reducing workload in other areas. I hope to speak more to this concern at our meeting at Vassalboro this weekend.

### **Development**

While I imagine the clerk of Development Committee will share further, I have two brief updates in terms of my role in supporting the development work of NEYM.

First, for the third year in a row we exceeded an ever-increasing goal for individual giving in support of the ministries of New England Friends. This is good news, especially since we had no matching challenge grant or other major giving initiative this year, as we have in the past two years.

Second, carrying forward the discernment of the Development Committee during our September retreat, I have begun working with our fundraising consultant Jennie Isbell of Martha's Vineyard Meeting to sketch out the broad lines of a more comprehensive and ongoing development program for NEYM (see my report from last meeting for more information). Once we've been able to season the work further, and Development Committee is able to give this more attention, we hope to be able to have a document ready to share with Permanent Board for input and feedback in the coming months.

### **Report from the November *Living Faith* gathering**

More than 130 people attended the first *Living Faith* at Friends School of Portland. With all costs accounted for, the event covered direct costs and made a modest additional contribution toward the costs of staff time, as hoped. The application of the Pay-As-Led approach was successful and received positive responses. As hoped, we had strong representation by Friends from Maine, though we learned on the day of the gathering that as many as twice the number of Maine Friends who attended were interested at the last minute. This interest and energy is encouraging, and I hope bodes well for the possibility of attendance at a next *Living Faith* event accessible to Friends in Maine in the coming year.

Evaluations were very positive overall, and also offered good, direct concrete suggestions for consideration and improvement as we look to the future.



Some excerpts from feedback we've received from participants so far:

- *A stronger sense of really developing community seemed to be happening. We sometimes talk about it as if it's there when it is rather more aspirational than real. At this Gathering it seemed different, like something starting to gel. There seemed to me to be sort of corporate affirmation of goodness, connection to each other and Divine Presence, incorporating our different language of that concept, in a harmonic unity of hopeful love.*
- *The spirit filled energy of this gathering closed with such profound silence in the final worship that my heart was soaring.*
- *The Living Faith gathering was a wonderful opportunity to get to know Friends from across New England better, to worship together and to share in the joy of the Spirit together.*
- *The day held a beautiful energy - lightness and joy were buoyant and abundant among us. We worshiped out loud with the rambunctious energy of children and we worship in silence with the sense of gathered stillness and sacredness. I left feeling more connected to myself and to Friends and to God.*
- *I could see that regular gatherings of this sort would most certainly knit us together more closely, and of course bring into the wider Quaker fold those who might be overwhelmed by all the people at Yearly Meeting Sessions or be too far away to attend. I loved hearing all the happy voices before, after and in-between the planned activities, and my heart overflowed in that final worship, which was so deep, so powerfully quiet, so gathered. I do not remember another worship at a large Quaker gathering where there was so much nourishing, full, fat silence.*
- *The Gathering was wonderful. In particular it was a blessing to be among so many Friends, worshiping, seeking, sharing, and eating! It was especially good to have the young Friends with us and have an intergenerational worship program.*

The second *Living Faith* event will be held April 8 2017 at Moses Brown School in Providence. We expect to be able to accommodate at least 200 Friends, and to expand and refine the workshop offerings, provide a book table, and more space for displays or information about Quaker organizations and ministries. The Living Faith planning team, clerked by Lisa Graustein, hopes to add two or three strong members when we begin planning in the new year. Those interested in offering to be part of this work should contact [livingfaith@neym.org](mailto:livingfaith@neym.org).

### **Outreach: Young Adult Engagement**

I write this report as I am returning from Philadelphia where I reported to the Shoemaker Fund on our initial progress on the three-year project they are funding, a partnership between New York and New England Yearly Meetings. The Trustees were enthusiastic about our work so far, and continue to be supportive of our efforts in the coming months and years. I also had the opportunity to meet with Friends from

Baltimore Yearly Meeting to explore how we might integrate their work and learning on diversity, inclusion and young adult engagement with what we are doing in NYYM and NEYM. Initial next steps to strengthen this relationship seem promising.

On Sunday, Hanover (NH) Friends Meeting approved becoming our first partner meeting for the project in NEYM, and will receive intensive accompaniment and resources from Hilary Burgin and Beth Collea as the lead staff for the Shoemaker-funded initiative. At present we also have expressions of interest from eight other meetings in New England, and we are exploring whether for this first year we might be able to engage this wider circle to involve them in the sharing and learning of this work, while they are not yet ready to become formal partners in terms of their meetings' discernment of their availability in terms of time and energy.

### **Compliance with new Fair Labor Standards Act (FLSA) regulations**

As Friends know, for the last few months we have been intensely involved in considering how the Yearly Meeting is led to respond to new regulations regarding compensation for employees under the Fair Labor Standards Act (see my report from the last Permanent Board meeting and that meeting's advance documents for further information). In the midst of significant uncertainty and the challenges these questions present for many of us, I have been holding these deliberations in prayer, and look forward with hope to the fruits of Permanent Board's discernment on Saturday.

In the meantime, the staff have been preparing to implement the new regulations, shifting our payroll and time tracking systems to allow us to comply with the new hourly basis that will be required for some staff, whatever the outcome of Permanent Board's discernment. We believe we are on track to move to the new system by December 1, as required by the new FLSA regulations.

### **Child safety policy**

I am deeply grateful for the detailed work of the Youth Ministries Committee and the youth staff, who are bringing forward a finalized version of the child safety policy for the Youth Ministries of NEYM – that is, the youth programs directly under the care of NEYM as an organization. Having reviewed this policy (which you will recall was given preliminary approval by the Permanent Board pending legal review) with our general counsel, and having only needed to make minor changes in wording, I am confident that the policy as it is being brought to Permanent Board at this meeting is indeed ready for final approval and implementation. This is a vital step in strengthening the matrix of care and love for the many precious children who participate in our Youth Ministries programs across our region. We have done good and important work, Friends, and another piece of the strong administrative foundation we need has indeed fallen into place.

*“Now faith is the turning of dreams into deeds; it is betting your life on the unseen realities.”*

–Hebrews 11:1, from the “Cotton Patch Version,” by Clarence Jordan



NEW ENGLAND  
YEARLY MEETING  
OF FRIENDS  
QUAKERS

November 9, 2016

Dear Friends throughout New England,

As we gathered for our weekly worship this morning, we held all of you in prayer. From that worship, we feel led to write to you with a message of love, encouragement and support.

In the aftermath of this week's election, many who are grieving, angry, fearful and isolated are likely to seek refuge and solace in Friends meetings across our region, this Sunday and in the coming weeks. While Friends can't offer all the answers to those who join us in worship, we can offer them spiritual hospitality—a place where they can experience listening, connection, accompaniment and love. **This is a simple and powerful action we can all take in the coming days to lift up a witness to the Light.**

Below are some suggestions we hope you'll consider as you prepare for worship this Sunday:

*In our meetings for worship*

Many of us who worship together often are also in need of refuge. We respond to stress differently; some may be more able to serve in this way right now than others. Let's take care of one another, even as we offer hospitality to new visitors. It may help for those who share the care of worship to communicate in advance to ensure that some Friends who are more able to be available are ready to close worship, speak with visitors, or be open to pastoral care needs.

At the rise of meeting, even a simple invitation for those attending to turn to their neighbor and share briefly what is on their heart might be profoundly helpful. Parents of young children may particularly benefit from connecting with one another as they support their kids. Consider whether newcomers who express an interest might be invited to connect with groups in the meeting working to address racism, strengthen interfaith relationships, or address community needs. This can be an important way of helping them continue to find support, purpose and nourishment.

*In our surrounding communities*

Remember that because of the climate of fear and hostility fed by this election, many who have been explicitly targeted in the campaign—including People of Color, LGBTQ+

people, Muslims, immigrants and people with disabilities—may feel particularly unsafe, excluded or afraid.

More than ever, we encourage Friends to look for opportunities to publicly identify our meetings as places of refuge and sanctuary for our neighbors who might feel under threat. Posting and publicizing commitments to oppose racism, homophobia, Islamophobia and gender-based violence will be more important than ever. Look for opportunities for Friends to partner with and accompany marginalized communities. Participate in ecumenical, interfaith and community events promoting unity, connection, dialogue and mutual respect, and opposing hate and division.

*Stay connected with your wider Quaker network*

Please share information about upcoming events, as well as news, images, reflections and ideas from your worship, witness and community-building efforts by emailing [events@neym.org](mailto:events@neym.org). Your work will encourage and enliven the work of others.

We are publishing information about local activities on the Events Calendar at [neym.org/events](http://neym.org/events), and sharing news and updates on Facebook at [www.facebook.com/NEYMOF](http://www.facebook.com/NEYMOF), and through the monthly email newsletter. If you or your meeting is seeking additional support or connections in responding to the challenges of this time, please let us know—we'll do all we can to connect you with resources, either in our wider Quaker networks or beyond. You can reach us at [office@neym.org](mailto:office@neym.org), or by phone at 508-754-6760.

Remember that we and many others are holding you in prayer, and that you are not alone.

In the Love that binds us together as a community of faith and witness,

*Anna, Beth, Frederick, Gretchen, Hilary, Kathleen, Nia, Sara and Noah*  
Your New England Yearly Meeting of Friends Staff



NEW ENGLAND  
YEARLY MEETING  
OF FRIENDS  
QUAKERS

November 3, 2016

### **A Call to Prayer and Support for Standing Rock**

In North Dakota, the Standing Rock Sioux and their allies are struggling for the future of their land and people. Where those without worldly power stand in the Truth in the face of empire, God is at work and our faith calls us to support them.

For months, the Indigenous people leading this witness have embraced their role as “water protectors” in opposition to the completion of an oil pipeline that threatens the water supply, sacred sites, sovereignty and survival of Native people. Their nonviolent stand to protect the water, land, and climate for future generations faces escalating violence in a militarized, state-supported assault.

On behalf of Quakers in the six New England states, we affirm that we see God at work in the courageous actions of those in the protector camp in Cannon Ball, North Dakota. In their ongoing resistance, we see the convergence of struggles for Indigenous rights, climate justice, and liberation from white supremacy, moving with the power of the Spirit, raising up a vision of a world renewed.

Many New England Quakers and local Friends meetings are engaged in supporting this witness and we pray for those who plan to deepen their involvement. We are keenly aware that winter is coming to North Dakota and that direct material support is needed for those continuing this work.

We encourage all Friends to keep this unfolding confrontation in their prayers and to keep themselves and their communities educated about nonviolent resistance to the Dakota Access Pipeline at Standing Rock and elsewhere. We urge local meetings across New England to consider how we might offer practical and spiritual support to those standing for Life in the face of violence.

In support of this witness, we hope Friends and meetings will prayerfully consider the following possible actions:

- *Prayer:* Hold all involved and affected by these events—on every side—in the Light, including Friends from New England who are working to support the water protectors and those planning to travel to North Dakota in the coming days

- *Advocacy:* Join the advocacy work of [Friends Committee on National Legislation](#) in solidarity with the Standing Rock Sioux Tribe
- *Support:* Respond to the call for timely and direct support of those gathered at the [Sacred Stone Camp](#)

In faith,

Fritz Weiss, Presiding Clerk

Noah Baker Merrill, Yearly Meeting Secretary

New England Yearly Meeting of the Religious Society of Friends (Quakers)

*P.S.– In recent days, New England Yearly Meeting’s Committee on Racial, Social and Economic Justice approved a [minute in support of the Standing Rock water protectors](#). We encourage Friends seeking more background to refer to this minute, as well as the Minute of Annual Sessions 2016 [affirming a divine call to respond to the climate crisis](#).*

NEYM Treasurer's Report to Permanent Board  
November 19, 2016

Over the past several months I have been examining in some detail aspects of NEYM finances from the past, as they are in the present, and looking into the future.

**HELP!!!**

The Finance Committee is continuing to search for an Assistant Treasurer. But for the next six months I could use the assistance of someone for a short term project. I am looking for someone who is interested in doing some historical research in NEYM's financial archives, who likes to play with numbers, and can pay attention to details. No specific knowledge or experience is necessary. This would be a good opportunity to learn how to setup and use Excel spreadsheets. If you are, or know of someone, who might be able to help, please contact me. (Reading the rest of this document might give you an idea of what the project is.)

**FY16 - (the immediate past)**

Accompanying this report is an Income Statement for Fiscal Year 2016 which ended Sept. 30. It reflects most if not all FY16 transactions. There may be a few minor adjustments as we complete closing the books. I have provided the FY15 actual figures for comparison. With the accompanying footnotes they should be mostly self-explanatory, but if you have any questions please send me a note. The final FY16 Balance Sheet is not yet ready.

**Permanent Funds (the past decade)**

As many of you will recall, I reported that I had discovered a number of issues with our records regarding the Freedmen's Fund. There were a number of oversights and process errors going back over the previous decade which meant that Fund's assets were being understated by about \$20,000 to \$25,000. My report was not made to implicate any individual in specific mistakes, but to inform Permanent Board of a problem which I felt needed to be addressed and potentially corrected.

Having identified the specific errors, I was attempting to determine the actual amount that should be in the Freedmen's Fund. Since the amount in the Fund depends on the percent return on the Pooled Funds I was attempting to determine how much should have been credited to the Freeman's Fund each year, and in the process discovered two separate but related issues in how that value was being determined for all of our funds invested in the Pooled Funds. Note: This is an accounting issue in the NEYM books; it does not have anything to do with the accounting or distributions made by the Board of Managers.

Once again, before determining how we should go about correcting the stated value of each of the funds, I feel the need to go back and reconstruct the accounting so we know how much money we are talking about.

NEYM has about 20 separate funds which have had assets invested through the Pooled Funds, however these monies have been combined into one account in the Pooled Funds so when we receive a check or statement from the Board of Managers it is the NEYM Treasurer who determines how much to credit to each Fund. It is this process which is flawed. Even we had only one fund involved the problem would still exist, although it would have been easier to spot.

In 2008, Permanent Board approved a change in the way we determined the amount to be made available to be spent from each of our funds. While the flaws in our accounting process may have

existed prior to that, I do not believe they manifested themselves until the new available fund allocation method was implemented. Investments make money in two ways. First, there are distributions of earned interest and dividends, for which NEYM receives a check. The second is the Change in Fair Market Value (CFMV), which while generally positive (profit) can also be negative (loss), for which NEYM receives a statement indicating the change in value. Prior to 2008, NEYM had been using the income (Interest and Dividends) it received from the Board of Managers (BoM) as the amount to be made available for spending by each of the funds. In 2008 this was changed to include some of the CFMV in the amount made available for spending. Since no change was made in the amount received from the BoM, but spending more, when NEYM wrote a check for a fund expenditure, in essence, the checking account was buying a small portion of the total investment in the Pooled Funds. That small transfer is not being reflected in the books. An initial estimate is that roughly \$33,000 has been effectively transferred out of our Working Capital and into the various Permanent Funds in this way. (A more detailed presentation of the accounting, including an example in numbers, is available if interested.) Note: With the revised method, each of the individual funds is expected to continue growing in value, it will just be at a slower rate.

The above raises a number of questions, such as:

- Will the records allow us to recalculate the allocations in each of our fund?
- Do we understand which funds and how much of each have been invested in the Pooled Funds?
- Should we make such reallocations or use the current figures as a point to restart from?
- What changes do we need to make in our accounting processes to properly track these assets?

#### **Authorization to make a withdrawal from the Quasi-Endowment (The Immediate Future)**

As you are aware, for the last several years NEYM has been knowingly approving deficit budgets. The idea is that we will maintain our current level of services to the meetings and membership of the Yearly Meeting by spending a significant portion of our reserves as we work on increasing our regular income to cover the deficits. We had been making progress on this front for the previous two years with our income rising to cover a significant portion of the budgeted deficits. This past year, as you could see from the FY16 Income Statement we hit a bump in the road. In addition as you will see below and in the Finance Committee report we are anticipating an unexpected large increase to the FY17 deficit.

Our immediate reserves consist of our working capital (primarily the checking account) and the Quasi-Endowment. I foresee at some point in the coming year, our drawing down all of the money in the checking account and needing to replenish it from the Quasi-Endowment. It is the Yearly Meetings policy that Permanent Board give approval for any such withdrawal. While I currently anticipate the needed transfer to be \$50,000; **I am asking the Permanent Board to authorize a withdrawal of up to \$100,000 from the Quasi-Endowment in FY17.**

#### **Fair Labor Standards Act (FLSA) and Longer Term Projections**

Much of my time over the last several months has been spent considering how to respond to the change in the FLSA. (For details on this see the Finance Committee report.) To ease the transition to dealing with the requirements of hourly pay, I have developed for Noah, a new spreadsheet that will, hopefully, provide for the determination of the hourly rates, benefits, including budget adjustments for anticipated overtime, etc.

I have also updated a spreadsheet I adapted for the LTFPC, before they decided to ignore numbers and concentrate on the mission and goals of the YM so they had some basis on which to build the financial plan. As in any prediction of the future, it is highly dependent on the assumptions made about that



future. In this case a change of 1% (even for a few years) has a significant effect on the long term picture – how deep we go into the hole and how quickly we recover and begin building a viable organization.

You will be asked to make some difficult decisions. You will be asked to weigh adopting a more equitable policy for compensating our employees against the financial resources available to the yearly meeting. The answer will not ultimately be in the decision that is made, but in how deeply each of us commit and then work towards the financial viability and thus the vitality of the Yearly Meeting which will ultimately lead to its long term health and growth.

Shearman Taber  
Treasurer, NEYM

**NEYM**  
**FY16 Operating Budget vs. Actuals – NOT Final**  
**October 2015 - September 2016**

	FY 15	FY16			Difference: Budget & Actual  (Red is Bad)
	Actual	Actual	Budget	% of Budget	
<b>Income</b>					
4010 Individual Contributions	\$134,746.14	\$137,044.48	\$135,000.00	101.51%	a \$2,044.48
4020 Monthly Meeting Contributions	\$320,704.73	\$332,704.61	\$333,000.00	99.91%	a <b>-\$295.39</b>
4030 Organizations Contributions	\$1.00	\$1.00			b
4050 Interest and Dividend Income	\$2,571.99	\$9,411.92	\$6,000.00	156.87%	c <b>\$3,411.92</b>
4070 Books & Other Sales Income			\$18,000.00	0.00%	
4072 Sales - Books	\$14,145.04	\$14,697.04	\$0.00		
4075 Sales -Other Items	\$24.50	\$104.46	\$0.00		
4076 Shipping/Postage	\$112.26				
<b>Total 4070 Books &amp; Other Sales Income</b>	<b>\$14,281.80</b>	<b>\$14,801.50</b>	<b>\$18,000.00</b>	<b>82.23%</b>	d <b>-\$3,198.50</b>
4080 Retreat Program Fees	\$51,887.11	\$43,242.54	\$50,000.00	86.49%	e <b>-\$6,757.46</b>
4085 Sessions Program Fees	\$185,007.00	\$178,864.00	\$210,000.00	85.17%	f <b>-\$31,136.00</b>
4099 Net Assets Released To/From	\$25,000.00	\$20,000.00	\$20,000.00	100.00%	
<b>Total Income</b>	<b>\$734,199.77</b>	<b>\$736,070.05</b>	<b>\$772,000.00</b>	<b>95.35%</b>	<b>-\$35,929.95</b>
<b>Expenses</b>					
5000 Staff			\$0.00		
5010 Salaries & Wages	\$275,498.04	\$281,888.88	\$279,852.00	100.73%	<b>-\$2,036.88</b>
5020 Payroll Taxes	\$19,642.15	\$19,745.98	\$21,409.00	92.23%	\$1,663.02
5030 Benefits					
5033 Health Benefits	\$32,574.41	\$35,570.39	\$45,000.00	79.05%	
5035 Retirements	\$25,625.76	\$24,455.09	\$27,985.00	87.39%	
5040 Disability	\$1,542.83	\$1,527.93	\$1,600.00	95.50%	
5045 Workers' Compensation	\$697.00	\$714.00	\$900.00	79.33%	
5050 Spiritual Retreats	\$205.00		\$1,200.00	0.00%	
5060 Staff Development	\$2,753.82	\$6,265.00	\$3,250.00	192.77%	g
<b>Total 5030 Benefits</b>	<b>\$63,398.82</b>	<b>\$68,532.41</b>	<b>\$79,935.00</b>	<b>85.74%</b>	<b>\$11,402.59</b>
<b>Total 5000 Staff</b>	<b>\$358,539.01</b>	<b>\$370,167.27</b>	<b>\$381,196.00</b>	<b>97.11%</b>	<b>\$11,028.73</b>
5100 General & Administration					
5110 Administration					
5120 Bank Expense	\$6,479.72	\$5,394.01	\$5,500.00	98.07%	
5130 Contracted Services	\$4,897.79	\$5,500.00	\$6,000.00	91.67%	
5140 Legal Services	\$1,137.25	\$5,441.92	\$7,750.00	70.22%	h
5150 Liability Insurance	\$3,010.00	\$3,730.49	\$3,000.00	124.35%	
5160 Payroll Service	\$1,658.99	\$1,784.01	\$2,000.00	89.20%	
5170 Recruiting Expense		\$498.13	\$2,000.00	24.91%	
5180 Rent	\$9,350.00	\$9,350.00	\$9,350.00	100.00%	
5190 Misc. Expense	\$827.26	\$2,138.73	\$2,100.00	101.84%	
<b>Total 5110 Administration</b>	<b>\$27,361.01</b>	<b>\$33,837.29</b>	<b>\$37,700.00</b>	<b>89.75%</b>	<b>\$3,862.71</b>
5200 Office					
5210 Archives Office Expenses	\$123.00				
5220 Cleaning Services	\$242.00	\$264.00	\$265.00	99.62%	

5230 Maint - Equip & Hardware	\$350.65	\$35.00	\$1,250.00	2.80%	
5240 Postage	\$3,202.16	\$2,398.48	\$3,750.00	63.96%	
5250 Office Equipment	\$2,064.99	\$3,563.52	\$3,250.00	109.65%	
5260 Office Supplies	\$2,812.77	\$2,259.37	\$2,500.00	90.37%	
5270 Printing & Copying	\$3,114.57	\$2,281.44	\$3,000.00	76.05%	
5280 Software & Updates	\$4,758.06	\$7,100.26	\$2,800.00	253.58%	i
5290 Telephone	\$3,850.70	\$3,602.86	\$4,500.00	80.06%	
5295 Misc. Office	\$23.91	\$347.07	\$600.00	57.85%	
<b>Total 5200 Office</b>	<b>\$20,419.81</b>	<b>\$21,852.00</b>	<b>\$21,915.00</b>	<b>99.71%</b>	<b>\$63.00</b>
<b>Total 5100 General &amp; Administration</b>	<b>\$47,780.82</b>	<b>\$55,689.29</b>	<b>\$59,615.00</b>	<b>93.41%</b>	<b>\$3,925.71</b>
<b>5300 Travel &amp; Conferences</b>					
5310 Travel - Committee	\$3,338.21	\$2,564.56	\$3,000.00	85.49%	
5320 Travel - Clerk	\$3,715.37	\$3,425.66	\$5,000.00	68.51%	
5330 Travel - Programs	\$2,706.80	\$2,134.76	\$4,600.00	46.41%	
5335 Travel - Representatives Travel	\$4,905.82	\$6,341.25	\$7,600.00	83.44%	
5350 Travel - Staff	\$17,426.62	\$18,601.98	\$16,000.00	116.26%	
5360 Travel - Ministries			\$400.00	0.00%	
<b>Total 5300 Travel &amp; Conferences</b>	<b>\$32,092.82</b>	<b>\$33,068.21</b>	<b>\$36,600.00</b>	<b>90.35%</b>	<b>\$3,531.79</b>
<b>6000 Programs</b>					
6110 Sessions Room & Board	\$152,147.96	\$167,925.76	\$170,000.00	98.78%	\$2,074.24
<b>6112 Retreats - Room &amp; Board</b>					
6114 Room Rental	\$26,962.60	\$19,827.82	\$19,000.00	104.36%	
6150 Food Expense	\$17,091.22	\$15,480.11	\$15,000.00	103.20%	
<b>Total 6112 Retreats - Room &amp; Board</b>	<b>\$44,053.82</b>	<b>\$35,307.93</b>	<b>\$34,000.00</b>	<b>103.85%</b>	<b>\$1,307.93</b>
<b>6125 Program Expenses</b>					
6105 Honoraria - Speakers/Wkshp Ldrs	\$12,538.00	\$13,518.18	\$12,500.00	108.15%	
6115 Equipment Rental	\$3,167.20	\$4,105.68	\$5,100.00	80.50%	
6121 Supplies and Other Expenses	\$9,882.50	\$11,868.14	\$9,100.00	130.42%	
6165 Pre-Sessions Expense	\$611.65	\$600.52	\$1,000.00	60.05%	
<b>Total 6125 Program Expenses</b>	<b>\$26,199.35</b>	<b>\$30,092.52</b>	<b>\$27,700.00</b>	<b>108.64%</b>	<b>\$2,392.52</b>
<b>6130 Committee Expenses - General</b>					
6134 Childcare	\$18,160.07	\$20,828.33	\$32,040.00	65.01%	
		\$240.00			
<b>Total 6130 Committee Expenses - General</b>	<b>\$18,160.07</b>	<b>\$21,068.33</b>	<b>\$32,040.00</b>	<b>65.76%</b>	<b>\$10,971.67</b>
<b>Total 6000 Programs</b>	<b>\$240,561.20</b>	<b>\$254,394.54</b>	<b>\$263,740.00</b>	<b>96.46%</b>	<b>\$9,345.46</b>
<b>6140 Books &amp; Other Sales Expense</b>					
6142 Books	\$6,325.60	\$5,620.67	\$7,000.00	80.30%	
6145 Other Items for Sale	\$402.38	\$1,436.25	\$600.00	239.38%	
6147 Consignment Sales	\$4,382.18	\$5,057.14	\$6,900.00	73.29%	
<b>Total 6140 Books &amp; Other Sales Expense</b>	<b>\$11,110.16</b>	<b>\$12,114.06</b>	<b>\$14,500.00</b>	<b>83.55%</b>	<b>\$2,385.94</b>
<b>6200 Benevolence</b>					
6310 FGC	\$17,608.00	\$13,066.00	\$13,066.00	100.00%	
6320 FUM	\$15,537.28	\$12,296.86	\$13,066.00	94.11%	j
6325 FWCC	\$7,206.00	\$13,066.00	\$13,066.00	100.00%	
<b>Total 6310--6325 Benevolence</b>	<b>\$40,351.28</b>				
<b>6330 Friends' Organizations</b>					
6328 Ramallah Friends School	\$100.00	\$100.00	\$100.00	100.00%	
6335 AFSC	\$300.00	\$300.00	\$300.00	100.00%	
6340 FCNL	\$750.00	\$750.00	\$750.00	100.00%	
6345 QEW	\$300.00	\$300.00	\$300.00	100.00%	
6350 Friends Peace Teams	\$100.00	\$100.00	\$100.00	100.00%	
6355 FWCC 3rd World Travel	\$500.00	\$500.00	\$500.00	100.00%	

6360 QUNO	\$200.00	\$200.00	\$200.00	100.00%	
Total 6330 Friends' Organizations	<b>\$2,350.00</b>	<b>\$2,250.00</b>	<b>\$2,250.00</b>	<b>100.00%</b>	<b>\$0.00</b>
6575 Other Organizations			\$0.00		
6590 Ecumenical Organizations					
6592 State Councils of Churches	\$4,000.00	\$3,632.82	\$4,000.00	90.82%	k
6594 Natl Council of Churches	\$150.00	\$150.00	\$150.00	100.00%	
6596 NE Ecumenical Network	\$150.00	\$150.00	\$150.00	100.00%	
6598 World Council of Churches	\$100.00	\$100.00	\$100.00	100.00%	
Total 6590 Ecumenical Organizations	<b>\$4,400.00</b>	<b>\$4,032.82</b>	<b>\$4,400.00</b>	<b>91.66%</b>	<b>\$367.18</b>
Total 6200 Benevolence	<b>\$47,101.28</b>	<b>\$44,711.68</b>	<b>\$45,848.00</b>	<b>97.52%</b>	<b>\$1,136.32</b>
6600 Publications					
6610 Yearly Meeting Minute Book	\$7,236.17	\$5,013.93	\$3,000.00	167.13%	
6620 New England Friend	\$7,735.64	\$5,787.85	\$4,500.00	128.62%	
6630 Other newsletters		\$1.00	\$0.00		
Total 6600 Publications	<b>\$14,971.81</b>	<b>\$10,802.78</b>	<b>\$7,500.00</b>	<b>144.04%</b>	<b>\$3,302.78</b>
Total Expenses	<b>\$752,157.10</b>	<b>\$780,947.83</b>	<b>\$808,999.00</b>	<b>96.53%</b>	<b>\$28,051.17</b>
Net Income	<b>-\$17,957.33</b>	<b>-\$44,877.78</b>	<b>-\$36,999.00</b>	<b>121.29%</b>	<b>-\$7,878.78</b>

Monday, Oct 31, 2016 01:02:34 AM GMT-7 - Cash Basis

**a 4010 & 4020** – YIPEE!!!! Reaching these goals is always a cause for celebration !!!

**b 4030** – The dollar is the rent from Moses Brown School for the land. We need a better home for this.

**c 4050** – Over the past few years the Income from the Quasi-Endowment and Endowment funds was, I believe, going into the checking account but not being properly credited to this line item.

**d** – While the Book Sales income did not meet the budgeted goal, it did exceed the expenses (line 6140) so there was a net gain.

**e 4080** – Retreat income was down for all retreat programs (**Adult & Youth**), most notably for Junior High which was a small group this past year.

**f 4070 & 6140** – This number was set at 2014 Sessions, our first at Castleton, with the hope that we would sustain the increase in numbers

**g 5060** – The overage was to provide needed training for Sara Hubner to take on a portion of CommunicationTechnology work.

**h 5140** – The remaining balance of \$2058 will be placed in the new Legal Services Revolving Fund.

**i 5280** – The increase here represents a change to monthly subscription services to maintain a secure and up to date presence on the web for our financial services, communications, and data base. Since this is a substantial increase Finance Committee does need to review it.

**j 6320** – The \$770 not sent to FUM is the amount withheld by Monthly Meetings. It was made up through earmarked donations from others as provided for in minute 2009-54.

**k 6592** – We do not currently contribute to a Council in Connecticut because Friends in that state have not joined.

**l 6600** – This overage is caused by an accounting change which future budgets will reflect and was approved by Permanent Board.

**m** – **OUCH!!** - The size of the deficit is an unpleasant surprise. It is an indication that we have eliminated most of the excess from our expense budget. Further cuts will begin to affect the programs of NEYM.

**Report to NEYM Permanent Board, gathered at East Vassalboro, Maine**  
**19 November 2016**  
**From the *Ad hoc* Long-Term Financial Planning Committee**  
**(prepared 14 November 2016)**

Purpose:

The Ad Hoc Long-Term Financial Planning Committee wishes to update the Permanent Board regarding our work since PB's September 2017 meeting. We suggest careful consideration by the Permanent Board of the impact of New England Yearly Meeting's contributions to Friends General Conference, Friends United Meeting, and Friends World Committee for Consultation given our current constrained circumstances, but we neither propose nor seek approval regarding any specific decision or action at this time.

Summary:

Following our formation as a result of a Minute passed by Sessions 2014, AH-LTFPC worked to articulate a clear Purpose and a set of five Priorities to guide the work of the NEYM organization and inform our eventual financial planning. Once the YM adopted these, the Ad Hoc Committee on Long-Term Financial Planning was able to return to the work we do best: coming up with good ideas and identifying other people to do the work of actually making them happen. This has resulted in the creation of an electronic monthly newsletter, and launch of a program of day-long "Living Faith Gatherings" to bring Friends together from across New England for a Saturday of worship, fellowship, and learning.

Our work this year focuses on "putting the *Financial* back into Long-Term Financial Planning". By this we mean digging into a better understanding of our revenues and of our expenses -- specifically, how we invest the limited and precious time and energy of our paid staff to achieve outcomes, asking where and how these investments will yield the most productive results. Inevitably, this involves looking hard at our culture, and at the many attitudes and assumptions that have become baked into our processes; as the Purpose and Priorities become better understood and embraced, we believe this culture shift will be accelerated. Fortuitously, this "year of numerical thinking" coincides with the triennial Purposes and Procedures review process, which this year specifically urges committees to evaluate their activity as it aligns with the approved Purpose and Priorities.

**It is our fervent hope that all Committees of the Yearly Meeting will examine their work, and their goals, with beginner minds, fresh eyes, and open hearts, mindful of the context that we are, at present, a money-losing enterprise and we need all members, all committees, all staff members to consider how their activities individually and collectively can help guide NEYM to a place of financial stability and sustainability as the Yearly Meeting strives to live into its mission of supporting a growing network of monthly meetings. We must produce more and better results within the constraints of the resources we have, and we must earn increased revenues to the organization from both existing Quakers as well as the Friends-we-have-not-yet-met.**

Update:

We have met once by telephone and once in person so far this fall. While we do not yet have final numbers on our financial performance for FY 2016, a few things are quite clear:

- 1) Sessions revenues in FY2016 were about \$30,000 lower than they were in FY2015, while direct costs for producing Sessions were approximately \$16,000 higher. Thus, Sessions produced a modest net positive contribution of \$11,000 to our results. This was in disappointing contrast, however, to the 2015 Sessions contribution of about \$33,000. We will engage with the Treasurer, with Sessions Committee and with Staff to understand better the economics of our annual gathering, and what might be done differently going forward to increase revenues and hold costs steady, if not decrease them, and to translate that into some concrete "recruitment" targets for Sessions 2017 so as to increase the financial contribution of Sessions in 2017 and beyond. At the same time, we will consult with Sessions Committee and Staff regarding whether there may

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be ways to run this week-long gathering using fewer staff hours than we have in the past; while this won't result in lower overhead/indirect costs (we pay staff, annually, a relatively predictable amount regardless of whether they spend 10 hours or 1,000 hours supporting Sessions) if there are opportunities to streamline Sessions planning, that may free up significant staff time that can be deployed to support other NEYM programs and initiatives.

- 2) Retreat program revenues were down nearly \$9,000 compared to the prior year; costs were down proportionally and as a result retreats contributed about the same amount in FY16 as in FY15. *AH-LTFPC* needs to engage with staff and other relevant groups (Youth Ministries Committee, for example) to better understand what's happening here; are fewer families finding value in our youth retreats program than previously? Is there any potential to charge more for retreats? Do we have a good understanding of the economics of each of the retreat programs? Are there ways to add more perceived value to the retreat experience without incurring additional costs in delivering these programs?
- 3) We are at this point unable to forecast with reasonable accuracy a major expense item of the Yearly Meeting budget – staff compensation – pending a decision by the Permanent Board regarding our equitable implementation of a new compensation framework that complies with the Fair Labor Standards Act. Not knowing the future trajectory of a major component of our cost structure, we cannot yet undertake planning to manage our revenue streams (Sessions Fees, Meeting Donations, Individual Gifts, Retreat Fees, and “Other”) in order to try to offset and recoup our costs. As we develop a clearer picture of our budgeted expenses for FY2017 we will identify targets and recommend to relevant committees specific strategies for increased Monthly Meeting giving, Individual giving, and program-related revenues, and as part of this effort will consider whether there are any new potential program sources of revenue that align with our Purpose and Priorities.
- 4) We essentially met our increased goals for both Individual Contributions and Monthly Meeting Contributions—a promising sign. Given that our Development efforts in the past year have been relatively limited in their scope (we did not conduct a matching challenge or engage in campaigns other than our baseline approaches of past years) the fact that we exceeded our goal can be interpreted as an indication of significant possibilities for future fundraising from individuals. The initial steps being taken by the Secretary and Development Committee to reorient our work toward an ongoing, multi-year development program are promising, and important for the Yearly Meeting to support in more robust ways. A Capital Campaign, especially one that enables NEYM to begin building a “planned giving” component into our long-term Development strategy, is worth considering carefully, and *AH-LTFPC* will engage this issue with the Secretary, Development, Finance, and other relevant committees in the months ahead. *AH-LTFPC* has also suggested to Development the idea of tracking gift participation for various communities – e.g. “100% of Permanent Board members support NEYM with an annual gift...” etc.
- 5) We have asked ourselves in Committee whether we should recommend reducing expenses, notably staff expenses: we are convinced that it would be for all intents and purposes impossible to maintain our current level of program and overall support for the Quaker movement in New England with less staff support than we have at present. And we are convinced that the path to sustainability requires increasing the value NEYM provides to New England Friends, increasing engagement of the Friends who do not currently participate in our programs or support us financially, and improving outreach at all levels to attract more people to the Quaker movement in our region. Analysis of attendees' evaluations from the first Living Faith Gathering on November 5 should yield useful insights into how different formats for gathering in addition to Sessions may be used to engage and deepen connections with Friends who are active in their local communities but not always “visible” in the other ways that we think about the Yearly Meeting – a Gathering, a Structure for

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Service, and Organization for Empowering Ministry. And, deeper engagement may lead, in some cases, to financial support for the Yearly Meeting.

- 6) As other committees and individuals before us have noted, a significant portion of NEYM's annual expenses consists of our contributions ("the benevolences", now called "Support of Other Organizations") to other organizations: FGC, FUM, FWCC. These contributions totaled nearly \$40,000 dollars in FY2016. This amount is approximately equal to the annual budget deficit for FY2016 and the projected annual deficits for the next several years. It would be irresponsible for *AH-LTFPC* not to point out that the Yearly Meeting is giving away money that we are presently unable to generate ourselves through our operations. There is no question that these are all worthy and important organizations; AND, we ask that Permanent Board consider - - thoughtfully, soberly, prayerfully -- whether we can continue to afford this level of external financial support under current circumstances.

Our Committee welcomes the feedback of Permanent Board on our progress, our thinking and our plans so that we may continue to shepherd and refine these initiatives.

Respectfully submitted by

Chris Gant (representing Personnel Committee): Clerk, NEYM *ad hoc* Long-Term Financial Planning Committee

and Ben Guaraldi (Permanent Board), Deana Chase (Ministry & Counsel), Hannah Zwirner Forsythe and Ralph Gentile (both Finance), Sarah Gant (ex officio as PB Clerk), Connie Kincaid-Brown (Nominating), Noah Merrill (ex officio as YM Secretary), Sara Smith (Development), Shearman Taber (ex officio as Treasurer)

## Report from the Clerk of NEYM Finance Committee to Permanent Board

November 19, 2016

### Report on Complying with New US Overtime Rules

In preparation for the Permanent Board's most recent meeting (September 24, 2016), the Personnel Committee submitted a report beautifully summarizing recent changes in regulation under the Fair Labor Standard Act (FLSA) and proposing how we might meet these new obligations through a combination of transitioning employees either to hourly employment with overtime pay as required or to salaries above the newly raised threshold for exemption from overtime rules. There's more on that proposal below, but I will wait to go into the details until then. Finance Committee was asked to thresh the budgetary implications and develop a proposal to Permanent Board on what budget overages the Committee could recommend allowing in this fiscal year to ensure compliance with the new FLSA rules, as well as a plan for how to afford this going forward.

We have threshed. That threshing highlighted the following things:

- A. **We do not pay our staff enough.** It is shameful that we find ourselves in the position of paying less than the federal government thinks minimally acceptable for regular salaried employment while expecting significant overtime work. All of our staff have skills and experience that qualify them for much more lucrative jobs not only in the private sector, but even in many non-profits and (in some cases) other yearly meetings.
- B. **We do not value our staff's ministries consistently enough.** None of our staff does their work because of the money it provides. The pay we offer is little more than what is needed to sustain them as they undertake the ministry we have been led to support. For some, it is less than what they would need were it not for other resources they and their families provide. In a very real sense, our staff are "released ministers" – Friends who, through the material support they receive, have been released from enough material responsibilities that they can undertake powerful ministry. The powers of this world encourage us to structure this relationship as employment and that form provides us with useful legal accountability to our staff's wellbeing (see point A), but no earthly power can keep us from recognizing and responding to their work as ministry or naming in it that Power from which it truly comes. We don't do that consistently. There are times of the year when we are better at this, and there are individual staff members we more regularly recognize as ministers, but we have a long, long way to go.
- C. **We are scared.** I am scared. The Finance Committee is scared. In most conversations I have about the Yearly Meeting's finances the fear of decline, or even of disappearance, plays a role. Sometimes, it plays a productive role, inspiring me to defy it. Sometimes it slows or blocks my attempts to truly open myself to God's will. Despite huge progress, we were still presenting deficit budgets before taking into account additional costs under the new FLSA rules. Our undesignated reserves are dwindling and many Friends carry a real concern that on current trends they will completely run out. Some of this can be fixed by better communicating where we are and how we can avoid that scenario, but in the



meanwhile, we are stuck with our fear and must try to discern what God would have us do through the haze that fear throws up. Being open to the possibility that we need to raise our staff costs from a place of fear about our financial future is hard. Being open to the possibility that God is calling us to raise staff costs beyond what mere legal compliance requires is harder still.

- D. **We need a plan.** There is no reason we cannot overcome our financial challenges. The Quaker movement in New England controls tremendous resources and can easily support the work we have been lead to undertake through the organization we know as New England Yearly Meeting. We do not, however, have a clear plan that plausibly shows how we can move from our current state of fear and scarcity to one of joy and abundance. The lack of a formal plan has practical implications: it makes more difficult annual budgeting, running programs, and securing donations. Perhaps more importantly, though, the lack of a plan feeds our fear and makes it harder to become the faithful, loving community we strive to be.

The Finance Committee did not come to unity around a proposal to Permanent Board. The Budget Subcommittee and then the Finance Committee met under the implicit assumption that we would cost out the staffing structure the Personnel Committee proposed and identify some savings elsewhere that might offset the resulting cost increase. The Finance Committee was not led to do that. This came not out of disagreement with the Personnel Committee. The Personnel Committee very faithfully discerned what we must do to be in compliance with the law, to offer basic equity, and to retain some semblance of sound management practices. The Finance Committee, for its part, felt asked to discern whether and how the Yearly Meeting can afford the Personnel Committee's.

In a way, the Finance Committee discerned that we can. However, we were very clearly not led to propose that course to the Permanent Board because we felt God might call the Yearly Meeting to do more, but we could not discern how much we might be called to do. Instead, Finance Committee asked that I work with the Treasurer and Yearly Meeting Secretary to develop cost estimates and financial projections for three possible approaches so that Permanent Board might sit in their harsh light and discern a path. In retrospect, I have personally wondered whether this was ever the Finance Committee's work to do. We are considering radical changes to our budget, staffing structure, and how we treat the ministries our staff do. Truth on such a scale may be given to bean counters, but I find Permanent Board a more likely vessel.

Many, many concerns weighed on the Finance Committee as we considered what options to present. Four seem key to understanding where the options presented come from.

1. We have limited resources and need to limit how much we will spend accordingly;
2. we have limited reserves so policies that result in large and unpredictable swings in how much we need to spend from year to year are risky;
3. pay arrangements that are patently unfair given staff's relative responsibilities raises a host of problems, both ethical and practical/managerial; and

4. asking staff to do work they consider ministry on an hourly basis will likely put either them or the Yearly Meeting Secretary in the position of deciding that hourly staff cannot take on work they feel called to do because of budgetary constraints.

Because the new regulations require that part-time staff work on an hourly basis and we can't predict exactly how much overtime our part-time staff will need to work, all of the options included here increase the variability and uncertainty associated with our staff costs. All of the options presented also raise expected costs. They differ in how they balance total cost against the other three considerations.

The three approaches Finance Committee requested that Permanent Board season boil down to the following:

1. **Baseline compliance** – This represents the approach the Personnel Committee proposed as a potentially affordable way to achieve what we must do not to fall foul of the law, basic equity, or some semblance of sound management practices. It is the cheapest option the Finance Committee decided to present. Under this approach we would
  - a. increase the salaries of the two full-time youth programs coordinators to exempt them from overtime rules, which is likely to be significantly cheaper and much less risky than any hourly arrangement given that these staff members regularly work more than 40 hours a week (many more when there are retreats) and much of their work (especially their significant pastoral care work) is unpredictable so hours cannot be shifted across weeks to limit overtime;
  - b. convert all other permanent staff (except for the Yearly Meeting Secretary who is already exempt) to hourly employment with small raises to their hourly rates for the sake of equity, morale, and retention; and
  - c. convert our one purely grant-funded position to hourly employment and control the associated workload so we are not liable for large amounts of overhead beyond what the grant will fund.
2. **Exempt all permanent full-time staff** – This is more expensive than the option above, but largely addresses the issue of how to negotiate between God's callings in a given week and our budget limits. It results in a pay structure that is more equal for full-time staff in terms of total pay, but may feel less equitable vis-à-vis part-time staff and relative to full-time staff's workload and responsibilities. Under this approach we would
  - a. increase the salaries of all non-exempt permanent full-time staff (that is, the two youth programs coordinators, the religious education coordinator, and the office manager) until they are exempt from overtime reporting rules;
  - b. convert part-time and purely grant-funded staff to hourly employment with small raises to their hourly rates with the expectation that part-time staff will generally have enough of a buffer between their expected workload each week and 40 hours that their ministry can shift work between weeks without affecting the budget; and

- c. convert our one purely grant-funded position to hourly employment and control the associated workload so we are not liable for large amounts of overhead beyond what the grant will fund.
3. **Exempt all permanent full-time staff and offer proportional raises to part-time staff**  
– This is the same as the option immediately above, except that part-time staff would see a 13.5% raise.

The Finance Committee was clearly led to present only options that increase staff's pay. The Personnel Committee was clearly led to propose a response to the new regulations that would increase staff's pay. Every conversation I have had about this issue has either assumed, accepted, or affirmed that our response to the new regulation should raise our staff's pay. I want to make sure, though, that if and when Permanent Board approves staffing changes, we do so because we are led to do so and not because we assume we have to.

The truth of the matter is that we may not need to raise pay, and our ability to fund the changes I think we are so clearly being led to make absolutely depends on our unity in the decision to raise staff's pay, so if anyone is easy with the decision to raise staff's pay on the assumption that it is legally required, then we haven't reached that unity yet and we have more work to do. For that reason, Friends must at least know as they sit with other options that ordaining our staff as ministers may exempt them from the new regulations (there is a case pending) and that we could transition to a model where staff are employed hourly at wages low enough that with their current workloads, overtime pay restores them to about their current compensation. When they were raised, those options felt like they lacked integrity, so they were not explored more. Friends must also sit with the very real possibility that the new regulations will be overturned by the next administration in Washington. I hope that we can be clear with staff about whether we are led to increase their pay permanently, or only while the law encourages us to do so.

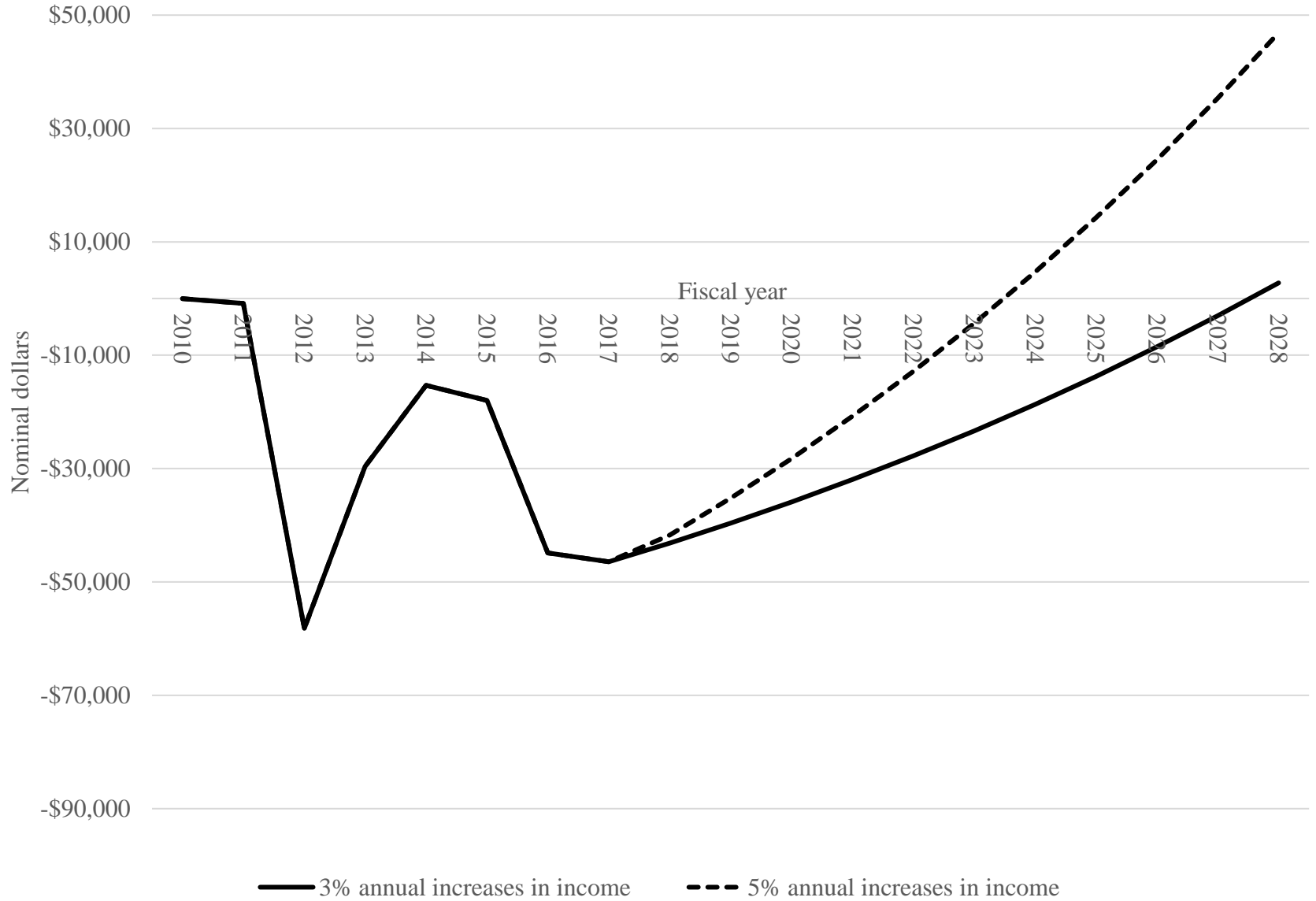
I suspect we all know what we would like to do and that anyone who has read this far is getting worried about what horrible news all this build up is for. I'm getting there. Because we don't already have a financial plan (see point D back at the beginning of this report) we need to get on the same page about what our financial trajectory is before looking at the projections for what each response to the FLSA regulation will bring. The following pages present very rough estimates in terms of net income (income minus expenses) and reserves under current policy and each of the staffing approaches described above. They are not plans. Plans would describe where we want to get to, set targets for income and expenses that would get us there, and suggest ways we might hit those targets. These projections work the other way around, starting with what we're doing and the trends we are already considering and then seeing where those take us if we stay that course. They are scary, but they are not our fate. We can beat projections.

Before setting out to beat any projections, it is important to keep in mind what the projections already assume. A ton of numbers went into these projections, but only a handful are responsible for most of what the figures show. The projections assume expenses will rise by 2 percent per year to cover cost of living adjustments and rising direct costs such as Sessions costs and health insurance. They present what to expect if individual and monthly meeting contributions increase

by 3 percent annually (and ambitious goal, but something we have achieved recently) or by 5 percent annually (actually 3 percent this year, 4 percent next year and 5 percent thereafter). That 3-to-5 percent range is how much the Finance Committee has been telling monthly meetings we need to increase contributions to sustain the yearly meeting's current ministries. Obviously, 5 percent increases year-on-year over the length of time presented here would require dramatically improving our fundraising efforts. Finally, the projections for reserves include a target of 25 percent of annual expenses. Generally, that "target" is where insolvency starts to become a real threat. Because most of our fundraising occurs at the end of our fiscal year while expenses are more evenly spread out, we spend much of the fiscal year with smaller reserves than our end-of-year figure shows. Generally, as reserves approach this number, increasingly small contingencies at the wrong time of the year could leave us without any funds. There is significant disagreement on what proportion of total expenses this "target" should be. One quarter is at the lower end of the proportions I have heard discussed. Right now we can actually go lower without becoming insolvent by borrowing from the Legacy Gift funds. That is not a sustainable option. As the projections show, avoiding this eventuality would require dramatically increasing contributions or equally dramatically cutting costs, even before factoring in our response to new FLSA regulations.

Policies that could meaningfully improve on the projection under each general approach to addressing the FLSA regulation without directly changing the shape of our ministry include further improving on how we communicate our needs and engage potential donors, temporarily suspending cost of living adjustments for staff who receive raises, reducing our contributions to other organizations, and limiting staffs' responsibilities to attend or support Yearly Meeting committees. We will need to pursue many such options, no matter what else we decide. Of course, there is also always the option of deciding that we cannot sustain the ministries we currently offer and starting a process to identify possible staffing cuts. I hope, though, that we don't see this challenge as a reason to retreat into a smaller vision of who we are and what our witness is in the world. I hope we instead see this as an invitation to live more fully into our values, and then get busy using the amazing attractive power of a community boldly and joyously seeking God's will together to invite new contributions not only to our finances, but also to the depth of our worship, the impact of our witness, and the strength of our community.

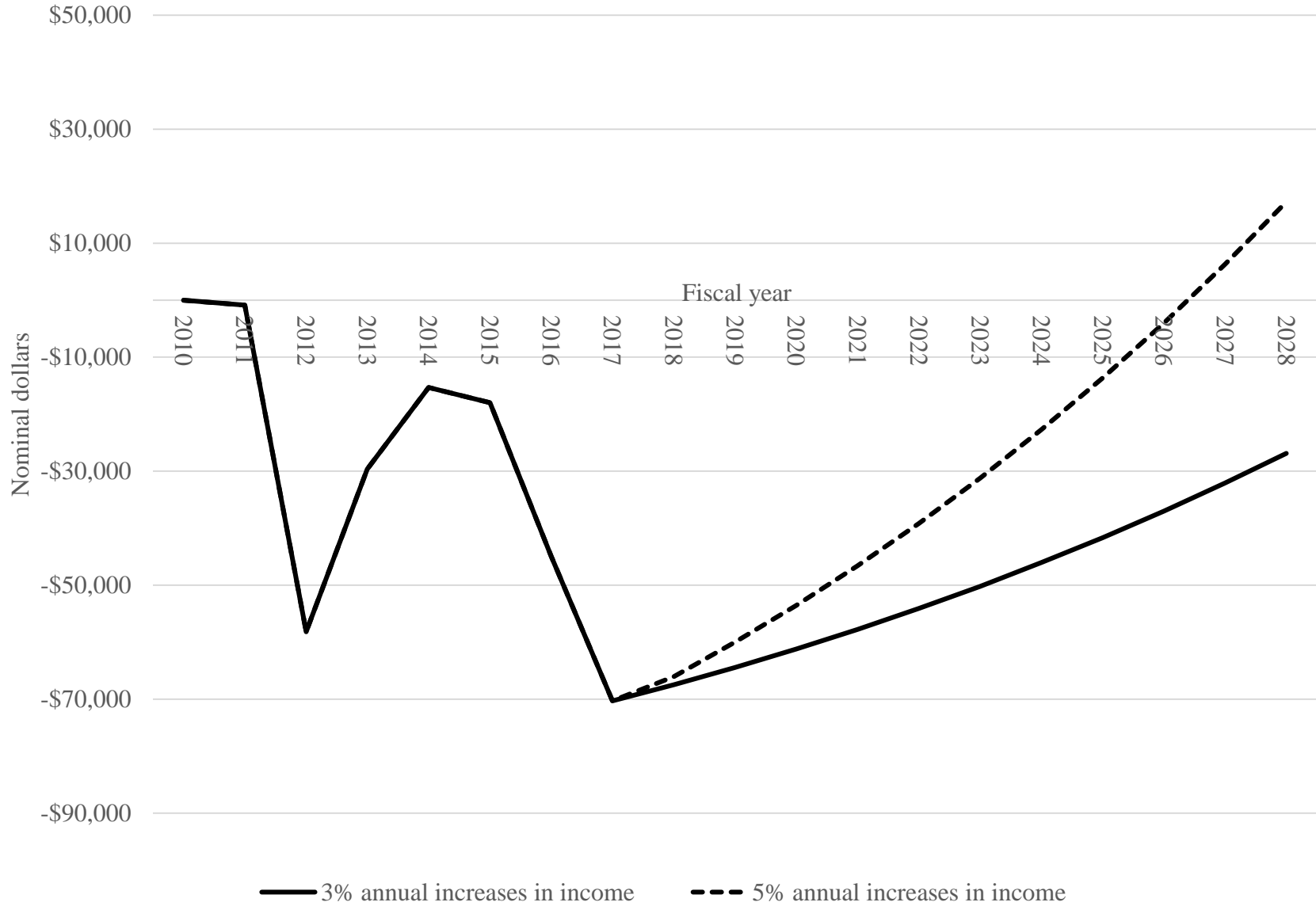
Net income (actual and projected) under current policy



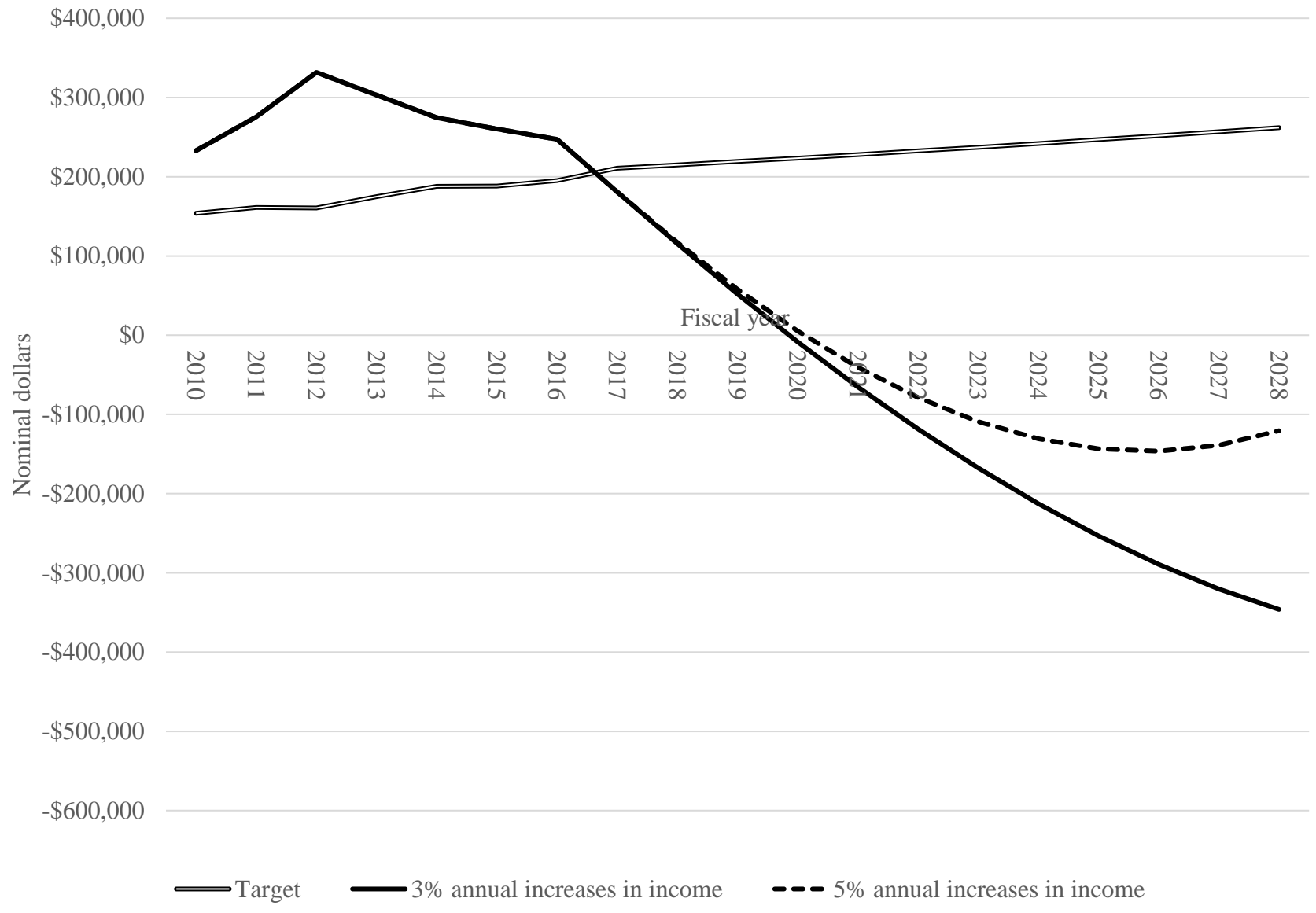
Reserves excluding Legacy Gift funds (actual and projected) under current policy



Net income (actual and projected) under baseline compliance

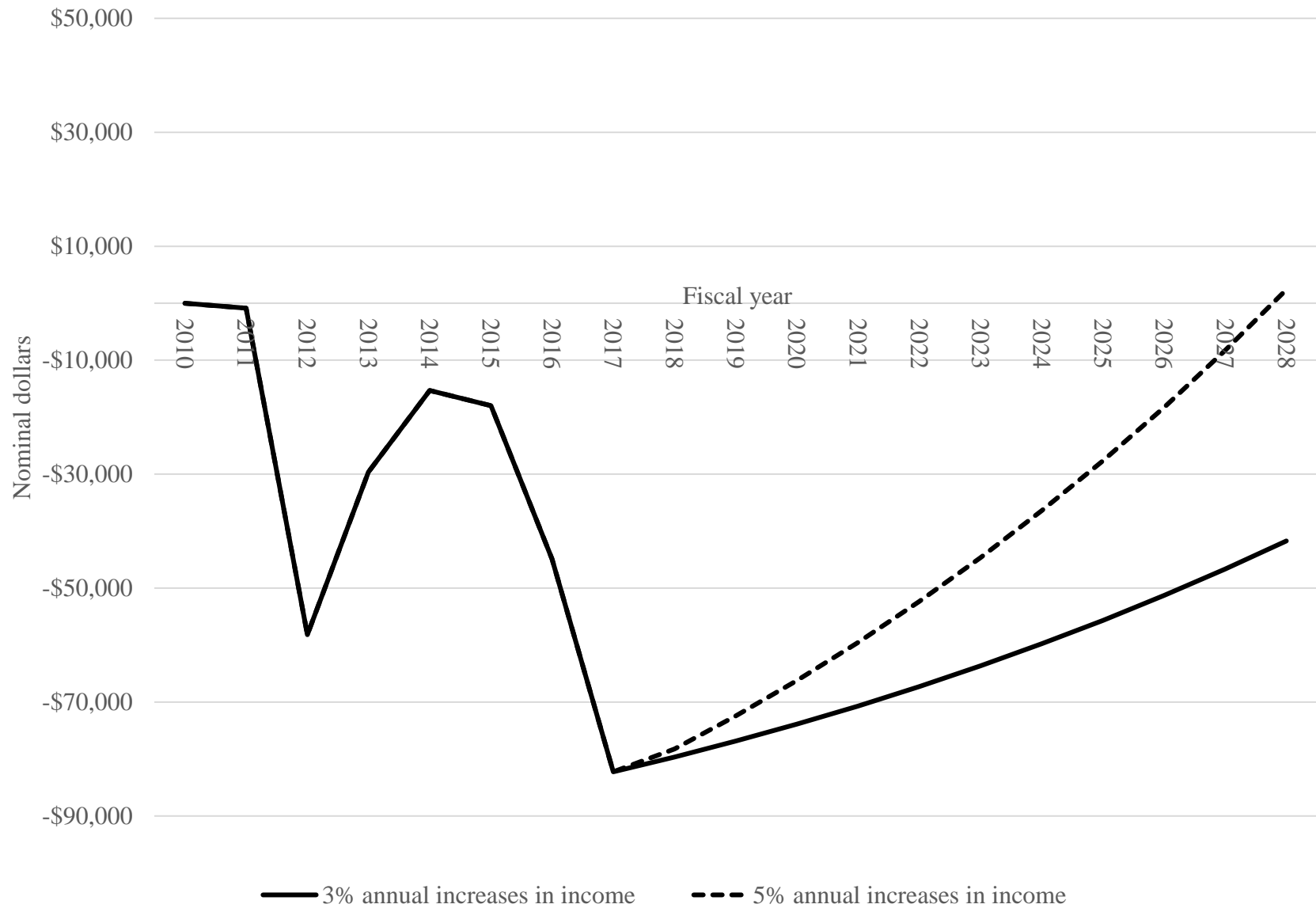


Reserves excluding Legacy Gift funds (actual and projected) under baseline compliance

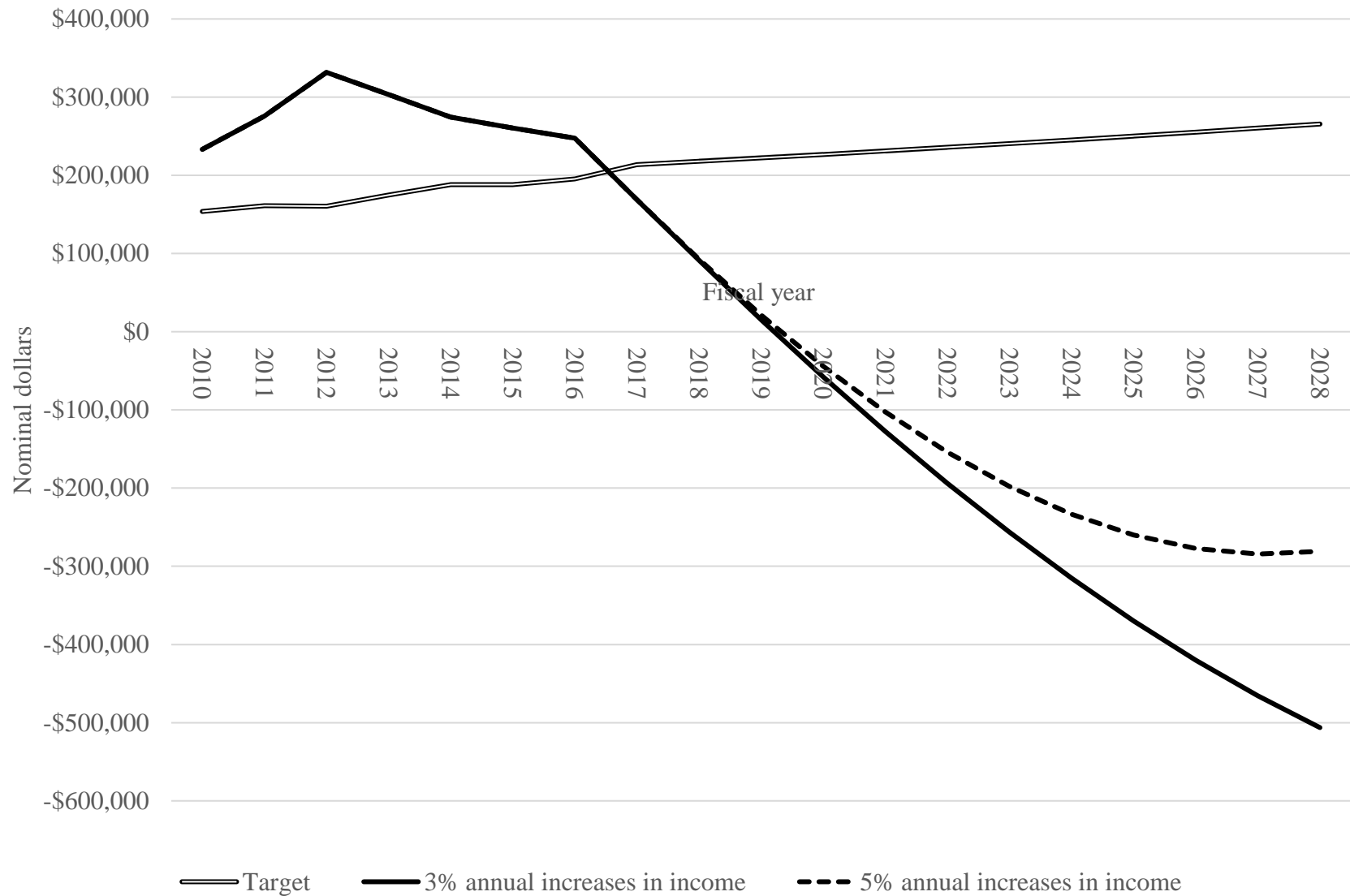




Net income (actual and projected) with proportional increases for part-time staff



Reserves excluding Legacy Gift funds (actual and projected) with proportional increases



## I. NEYM YOUTH MINISTRIES AND CHILD SAFETY: INTRODUCTION

Youth workers with New England Yearly Meeting, Friends Camp and the affiliated Monthly Meetings have been given a sacred trust: to help the youth and children of NEYM grow in the Spirit, and to grow safely. While we often focus on the content of our programs, we are also conscious that our way of being with youth is as important as the content the program provides – 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.

An important part of this work is raising awareness about the potential for sexual abuse. 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 or 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 create conditions that prevent the occurrence of abuse than to detect its occurrence or the presence of potential perpetrators. Our efforts here focus primarily on prevention.

In recent years, we have learned 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 often lives in a world of isolation, and secrecy. There is also the risk that they 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 can 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 incidents 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 protect individuals and the community. Denial of the possibility of hurt does not prevent hurt – if anything, it heightens its likelihood. We acknowledge that we can never fully prevent all harm, and we wish to recognize the important role of everyone involved in a faith community for healing should abuse occur.

In this document there is a distinction between "policy" and "practices to support policy." The policy has been adopted by the organization of New England Yearly Meeting, which means there is a legal obligation that it be followed. Practices are ways of pursuing the policy, and may vary depending upon the program.

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

Introduction approved by Youth Ministries Committee October 30, 2016

## II. CHILD SAFETY POLICY

NOTE: “Youth worker” or “worker” will refer to all paid and volunteer staff for youth and children’s programs sponsored by NEYM, including retreats, programs at NEYM Sessions and childcare provided at other NEYM events.

### **Qualifications and Screening for Youth Workers**

1. Youth workers must be mature and responsible adults. In general youth workers should be 18 or older and no less than five years older than the children they serve. Exceptions can be made at the discretion of the coordinators in consultation with their advisor. If workers under 18 are used, they should be in an assistant capacity under the direct supervision of an adult youth worker.
2. All youth workers will undergo a careful screening process, including an application and reference checks. A documented interview will be at the discretion of the coordinator.
3. Criminal background checks are required for all workers who spend significant amount of time with youth and children. This includes Program Coordinators, people who staff retreats, people who staff any of the youth programs at Sessions, including staff of Afternoon Choices, Childcare and the Family Neighborhood as well as people who provide childcare at NEYM sponsored events. Decisions regarding the requirement for criminal background checks shall be at the discretion of NEYM and pursuant to applicable state law.

### **Expectations and Training of Youth Workers**

4. Responsibilities and expectations for proper behavior will be clearly defined and communicated to all youth workers.
5. Training will be offered regularly to youth workers, including a job description, resource information, crisis procedures, mandated reporting laws and information about abuse and neglect.
6. In support of youth workers, there will be a communitywide effort to educate both adults and children, appropriate to the groups being addressed, on sexual abuse awareness.

### **Program guidelines**

7. Safeguards will 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.
8. Staff workers will 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 will 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.)

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

### **Reporting and Responding to Allegations of Abuse**

10. Youth workers who suspect a child is suffering from abuse or neglect or receive a report from a child must report this to the coordinator. If that person is unavailable or involved in the allegation, the worker should report to the Clerk of Permanent Board. Similarly, if that person is unavailable or inappropriate, the Presiding Clerk should receive the report. The youth worker must insure that a report is made to the proper state authorities. Anyone who works with children is a mandated reporter. Mandated reporters are defined as the people who are required by law to report suspicion or knowledge of abuse or neglect of a child to the proper authorities. (See Appendix )

11. Program coordinators must know and comply with mandated reporting laws. They will report suspicion or report of abuse or neglect to the proper state authorities.

13. Programs will have a written response plan regarding suspicions or allegations of abuse, including identifying the individuals responsible for the plan.

If the concern is within the program, 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, including who needs to know;
- d) the centrality of pastoral care as a process to support individuals and the community.

If the concern is outside the program, after reporting, the coordinator will

1. a) Consult with their advisor to develop an appropriate pastoral care plan.
2. b) Document who was involved and what was done.

### **Recordkeeping**

14. Personnel files will be kept for all workers who are significantly involved with children, as determined by NEYM. Documentation of allegations will 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.

### **Policy Revision**

15. The Youth Ministry Committee will review this Child Safety Policy at least once a year and will bring proposed revisions of this Policy to Permanent Board as needed.

Policies Approved by Youth Ministries Committee: June 28, 2016

Permanent Board Edits: August 2, 2016

Approved by Youth Ministries: September 22, 2016

Vetted by NEYM Legal Counsel: November 7, 2016

## Report to Permanent Board from Legacy Gift Committee

We are excited to begin our second year of grant making from the Legacy Gift Funds. We have three new members on the Committee. Craig Jensen of Monadnock Meeting and Morgan Wilson of Framingham Meeting, who were approved at Sessions. Nominating Committee will be bringing Nat Shed of Vassalboro Meeting for your approval on November 19. This gives our committee 7 regular members plus 2 *ex officio* members (presiding clerk and treasurer). Suzanna Schell and Jean McCandless are co-clerks, and Pat Wallace is recording clerk. The co-clerk model works well for our committee as there is considerable administrative work involved in our work.

On October 8, at Hanover Friends Meeting, we welcomed our new members. We spent time introducing ourselves and learning what each member brings to this work. Continuing members shared their experiences and insights from the first year of grant making. In the afternoon we considered the process for awarding grants from the Released Ministry Fund, which we expect to begin in the spring.

Our charge from Sessions 2014 requires us to offer an annual workshop. Co-clerk Suzanna Schell worked with Jeremiah Dickenson from Finance Committee and Sarah Spencer from NEYM Ministry and Council to plan a pilot workshop, *Leadings, Meetings and Money* which we offered on October 15 at Wellesley Meeting. Twenty+ friends attended from around the YM including Vassalboro ME, New Haven CT, Storrs CT, Putney VT along with many from Salem Quarter.

Viv Hawkins of Central Philadelphia Meeting was our keynote presenter for the first part of the workshop. Viv used storytelling, small group dialog, and large group discussion to help us explore the intersection of individual leadings and ministry and our meetings care for them. "What happens when an individual's leading and the meeting's support for that leading are in sync - or not?" Viv has given us a separate report (attached) and audio recording on her part of the workshop. We are deeply grateful for her ministry.

In the afternoon Greg Williams, Sarah Spencer, and Shearman Taber from Beacon Hill Meeting shared their experiences of the meeting supporting ministry under their care including financial, spiritual and individual dimensions. We believe we have a good workshop template that responds to a deep need and would like to offer a variation of this workshop at least yearly around NEYM.

We received a diverse pool of applications in response to the November 1 deadline, and look forward discerning this next round of grants on December 10. As is our process, we work in teams. Each team is assigned a small group of applicants to connect with in order to understand these applications in depth, answer questions from the Committee and then advocate for them at the grants meeting.

Finally, although we are a new committee, we are working on our purposes and procedures as requested by Permanent Board.

It is a privilege and a joy to nurture the work of New England Friends through the Legacy Gift Committee and to share a little of our process with you.

Yours in the Light, Jean McCandless and Suzanna Schell, co-clerks Legacy Gift Committee

## *Internal Nominating Committee Report to Permanent Board November 2016*

**Clerk:** Sarah Gant -2015-2018

**Recording Clerk :** Rebecca Steele: 2015-2018

2017	2018	2019	2020	2021
#Suzanna Schell Sara Smith Karen Sanchez- Eppler Travis Belcher Hannah Zwirner Forsythe Elizabeth Szakowski	Susan Davies # Donn Weinholtz Jean McCandless Rebecca Steele #Jeremiah Dickinson Rocky Malin Leanna Kantt Justice Erikson Sarah Gant	Ian Harrington Chris Gant #Philip Stone #Deana Chase	# Ben Guaraldi # Galen Hamman # Rosemary Zimmermann Anna Radocchia Tom Jackson Carole Rein	Kimberly Allen Rebecca Leuchak Christopher McCandless

# in second term (can't be reappointed)

\* filling out term – can be reappointed 2 entire terms

Sub Committee	2017	2018	2019	2020
<b>Clerks Nominating</b>	+Fran Brokaw Donn Weinholtz	+Marion Athern +Leslie Manning	+Greg Williams # Ben Guaraldi	<b>+Edward Mair</b> <b>+# Fran Brokaw</b>
<b>Personnel</b>	Chris Gant <b>Vacancy</b> Elizabeth Szakowski	+Neil Blanchard Maureen Lopes	Travis Belcher +Carl Williams Dwight Lopes	<b>Chris Gant</b>
<b>Internal Nominating</b>	Susan Davies	# Donn Weinholtz + # Sarah Sue Pennell	# +Patsy Shotwell # Carolyn Stone	
<b>YM Nominating at Large</b>	+ Sara Sue Pennell +Richard Ristow <b>Vacancy</b>	+Connie Kincaid Brown +Marian Baker		
<b>Student Scholarship Granting Committee</b>	Allan Kohrman +Rebecca Leuchak Justice Erickson Ian Harrington			
<b>Friends Camp Nominating</b>	+Leslie Manning		<b>+Amy Lee Viera</b>	
<b>NEYM Secretary Supervisor</b>	+Edward Baker			

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

# = in second term (can't be reappointed)

**Hanover Friends Meeting**  
of the Religious Society of Friends (Quakers)  
43 Lebanon Street  
Hanover NH 03755

October 10, 2016

Greetings to Friends,

Please welcome our members Mary Ann and Leonard Cadwallader into your worship and fellowship.

Mary Ann and Leonard have followed leadings over many years to make connections with Spanish-speaking Friends in various parts of Latin America. Most recently this has been expressed in their involvement with Friends in Cuba. They hosted the two Cuban representatives to the sessions of New England Yearly Meeting in 2011. The Cadwalladers then joined a delegation from Wellesley Friends Meeting traveling to Cuba in 2012. That trip was conducted under the guidance and with the prayerful support of the Puente de Amigos Committee of New England Yearly Meeting. They joined the Puente de Amigos Committee that year and in 2014 were appointed the committee's co-clerks. Over this same period of time, our monthly meeting was formalizing a sister meeting relationship with La Habana Friends Church and in February, 2014, they went with a delegation to visit our sister meeting and attend the sessions of Cuba Yearly Meeting. In 2015, Leonard led a delegation to attend La Habana's 15<sup>th</sup> Anniversary and to attend Cuba Yearly Meeting's 115<sup>th</sup> Anniversary celebrations in the Friends' churches located in the eastern end of the country.

Mary Ann and Leonard are led to return to Cuba to worship and share fellowship with Cuban Friends; and to look for the ways to strengthen and grow the Puente relationship. While there, they hope to visit our member, Julian Grant, who is on an extended stay among Cuban Friends. They believe North American Friends can learn much from Latin American Friends about gospel-centered ministry, outreach, and new ways to create a church family. The Cadwalladers say they look forward to the openings, known and unknown, which will grow from their travel.

Mary Ann and Leonard have met with a clearness committee of our meeting which found unity with them on the clarity of their spiritual leadings to travel to Cuba in early 2017. The Committee's recommendation for their travel was approved by Hanover Friends Meeting at its meeting for business on October 9, 2016.

We rejoice in this opportunity to send you our love, and strengthen our connections with our Cuban sisters and brothers. When they return, we will be eager to learn from them of your activities and concerns. We look forward to welcoming any of you to worship with us.

Yours in peace,

Dulany Bennett, Clerk, Hanover Friends Meeting

Penny Wright, Clerk, Northwest Quarterly Meeting

Sarah Gant, Clerk, Permanent Board of NEYM



# Friends Camp

## Director's Winter Report

November 7, 2016

Since Friends Camp closed for the summer season on August 21<sup>st</sup>, I have been very busy hosting events at camp, facilitating many details necessary to transition to a new camp director, and relocating our winter office to Cape Elizabeth, Maine. Below are some details of how I have spent time this fall, places where Spirit is alive at Friends Camp, and updates on plans for the future.

### The autumn at 729 Lakeview Drive

We hosted four weddings, a month-long “art camp” for young adults, an alternative sentencing program for Kennebec County, Vassalboro Quarterly Meeting, and guests for the Common Ground Fair. After these fall rentals and events, I am holding some of the following reflections:

- Art Camp was a success in programmatic ways, but the “work exchange” arranged to cover costs was not sufficient. I am working with the organizers to ensure we are able to continue supporting this program in the future.
- Hosting weddings takes a great deal of administrative organization and maintenance work for a small amount of income; we charged between \$750-\$1500 total for each wedding this fall. I have already raised rates slightly. We should consider ways we could continue bringing in money during these weekends without putting too much energy into non mission-driven events.
- Please see my attached report on the Alternative Sentencing Program.
- It is a great joy to share our wonderful property with visitors; I hope that we can continue to be a resource for Friends looking for a gathering space.

### Marketing and Enrollment Updates

Registration for the 2017 season will open on November 10<sup>th</sup>. This is almost one month later than last year but earlier than all years before 2016. The budgeted goal for total camper sessions in 2017 is 357, only one more camper session than in 2016. The marketing plan for the 2017 season includes the following:

- A **new, tri-fold brochure** in a new style, to be widely distributed.
- **Updated website** to allow easier navigation
- A new **Instagram** profile for Friends Camp (@friendscamp)
- **Monthly newsletters** keep many camp constituents engaged
- A connection with **Camp Onas**, Quaker camp in Pennsylvania. They have agreed to refer campers “aging out” of their program to Friends Camp.
- Asking **Friends Camp families** to refer friends and family to camp via email and paper mail.
- **Camp fairs**: November in Concord, MA and January in Portland, ME.

### Financial and Development

We are a full month into Fiscal Year 2017, which began on October 1, 2017. This fall I have worked with a new bookkeeper at our firm Nicholson and Michaud, oriented a new camp treasurer, set up the budget for a new fiscal year in QuickBooks accounting software, and ensured that I have appropriate access to all bank and credit accounts for Friends Camp. Transitioning financial leadership from Nat to me via institutions was very time consuming.

Over the last few months, I have devoted much of my time to analyzing our current development strategies, looking for next steps, and preparing for the November fundraising mailing. Please see the attached set of goals and strategies for the 2017 fundraising plan. An annual fundraising letter to monthly meetings and individual donors will be sent in the third week of November. Development is a priority for me this winter and spring.

## **Camp Committee**

Growing into the new governance structure for Friends Camp and New England Yearly Meeting requires thoughtful stewardship. I have met individually with five camp committee members this fall and have been considering how I, as Director, might be able to support the sub-committees, clerk, and treasurers of the Friends Camp Committee.

## **Buildings and Grounds**

The alternative sentencing work crew and Art Camp volunteers were extremely effective in helping to maintain the physical property, under the oversight of our maintenance director. See the attached report for details. We did not do any major capital improvements this fall. Because of financial constraints, I decided not to move ahead with the new showers project. Instead, we are planning to repair and revive existing camp showers. This will include replacing faulty showerheads with new, water-conserving shower heads, installing new lighting, and installing mirrors in some shower changing stalls to help with tick checks.

Buildings and grounds priorities for the upcoming year prioritize improvements for camper safety, then appliance replacements in the kitchen, water saving improvements, continued structural improvement for cabins. Top priority items are a safer road crossing plan involving bigger signs and better lighting, better showers for tick checks, and a safety boat for waterfront. Kitchen appliances needing replacing includes the convection oven and the dishwasher. Three cabins still need reinforced foundations, three other cabins need exhaust fans, and some cabins are beginning to need roofs replaced.

## **Summer 2017**

For the most part, hiring for Summer 2017 has not yet begun. Our maintenance director and assistant director plan to return. I will seek to rehire our cooks and nurse. I am planning to rehire a returning staff member/waterfront director of the last five years to return as a waterfront director/ outdoor adventure staff. This would help build our leadership team of staff members who are not cabin counselors and thus flexible to help with other needs or in case of emergency. This fall I have communicated with staff members who I'd like to return for summer 2017.

In closing, I want to share that I am personally working to find more of a home in the NEYM landscape. After my recent move to Cape Elizabeth, I have been attending Portland Friends Meeting, and I led an affinity group for the NEYM Living Faith Day on November 5<sup>th</sup>. I look forward to staffing a Young Friends retreat in Portland later this month, and I continue to wait for ways to open as I find a spiritual community in my new home.

Faithfully,

Anna Hopkins  
Camp Director

# Alternative Sentencing Work Weekend Program

## Friends Camp 2016

September 30-October 5, 2016

Submitted by: Anna Hopkins

### Summary

Over 6 days in residence and 4 ½ days of work, 35 participants in an alternative sentencing program through Kennebec County Corrections Program Department did community service work at Friends Camp. The program is designed as an alternative to a jail sentence, and participants stay for half the time they would need to serve in jail. Participants engaged in programming on substance abuse, tai chi, and drunk driving run by Kennebec County Sheriff Department in the evenings and worked on service projects from 8 am- 3:30 pm daily. Service projects were run by Friends Camp director, maintenance director, and other temporary staff. Since some participants stayed the full time, while others left after the weekend, a larger supervision crew was required on the weekend.

This weekend is a costly one for Friends Camp in terms of labor and supplies, but the value of the work done by participants is well worth it. The participants worked a total of about 810 hours for camp over the course of the weekend. Those who brought skills in areas such as carpentry, building campsites, window glazing, and carving signs identified themselves on the first night of the program and were assigned to a work detail where they would use those skills. Work included interior and exterior painting, clearing trails and building campsites, repairs on cabins, cleaning, and building new structures at camp.

The tone of this long weekend was of restorative service work and community. Almost all of the participants took great pride in the work they did, often initiating new ideas such as building a trail bridge in the Back 40, carving new cabin signs, or replacing gravel in needed places around camp. Participants reported to Friends Camp staff feeling grateful for an opportunity to serve an alternate sentence from jail time and genuine enthusiasm for giving back to a camp supporting kids. Being in a camp setting also allowed participants to connect over issues of addiction and substance abuse, which were the reasons behind many of their sentences.

### Expenses

\$346.00	Paint
\$195.00	Equipment rental- lift for safe painting
\$109.62	Mileage- maintenance director trips for supplies
\$392.00	Labor- assistant supervisors for 2 weekend days
\$1,575	Labor- maintenance director
\$485.67	Lumber and supplies, Lakeview Lumber
\$87.55	Lumber and supplies, Home Depot
\$117.60	Dump fees for disposal
<hr/>	
\$3,308.44	Total spending on personnel and supplies

**See the next page for projects accomplished.**

## **Alternative Sentencing Work Weekend Program: Projects Accomplished**

### Back 40 Trail work

Clear well-marked trails in the Back 40

Build 2 small campsites in the Back 40 and revive old tent platforms

### Painting

Big Bird Dining Hall - Paint roof trim and window trim

Big Bird - Paint outside wall behind the recycling shed and pond side wall

Big Bird - Paint gas pipe on south side

Bird Bath - Paint floors on boys and girls side

Meetinghouse – Re glaze windows

Bird Bath (Boy Side Porch)- Paint book shelves, now pink

Meetinghouse - Scrape and paint south and east side and the doors

Waterfront – Paint over writing on doors in Westview bathroom

Cardinal Hall- Pressure wash, scrape, and paint East and North sides

Cardinal Hall- Clean door on South side and repaint trim

Condor Cabin - Put in wall and ceiling around bathroom, paint bathroom and floors

Make sure all cabin signs are red and white

### Grounds

Bird Bath- Put gravel in ramp gap on girls side

Aviary Hall - Move picnic tables to porch of Aviary Hall

Waterfront - Cut trees and brush from both sides of Fire Roads 41 and 40

Fire Circle- Clean up old wood piles

Pond - Clear out cattails

### Carpentry and building

Big Bird- Fix picnic table

Big Bird Kitchen - Jack-up the recycling shed

Waterfront - Repair deck and picnic table on deck of the West View Cottage

Swallow Cabin- fix ramp

Health Hut- install new steel side door

Cabin Signs- carve and paint signs for: Cardinal, Aviary, Puffin, Condor, Seagull

Make another regular camp bench

### Cleaning

Youth Cabins - Clean roofs

Vacuum all youth cabins – floors, beds, and rafters

Waterfront – Clear out and organize Westview shed

Waterfront –Dismantle docks next to playset and sell material

Waterfront—Dismantle ancient wood docks and send to dump

Fire Road 40- take down broken, unsightly tree house

# Friends Camp

## Development Goals, Fiscal Year 2017

### Changes or Improvements

1. Grants: use Senior Consultant expertise to get more grant funding
  - a. Fellows program: Legacy Grant
  - b. Road-crossing signs
    - i. Obadiah Brown's Benevolent Fund
    - ii. Oak Grove School
  - c. One Child at a Time funding:
    - i. Oak Grove School- continuing support?
    - ii. Avison grant
  - d. More?
2. New Giving Timeline: additional appeal in August
  - a. Major appeal: Mid-November
    - i. "Giving Tuesday" follow-up, online and social media
    - ii. Institute **personalized letters**
    - iii. December newsletter: giving reminder
  - b. Campership appeal: mid-April
    - i. Encourage giving to simply camperships, not just to restricted funds. This allows greater flexibility to meet our needs that summer.
  - c. Camper families appeal: late August
    - i. Fundraise for a specific goal, such as capital improvement
    - ii. "Thank a counselor" campaign
3. Institute Donor Database
  - a. Allows better tracking of donors' giving history, connections to camp, and donor "groups"
  - b. A few options: Salesforce (NEYM already has a license), through our existing camp software CampMinder, and more
  - c. Could allow easy access to interested volunteers for calling or thanking projects
  - d. Goal: evaluate options and institute before spring giving campaign

### **FY2017 Budgeted Unrestricted Funds, goal: exceed budgeted amount by 10%**

Monthly/ Quarterly Meetings	\$7,000
Individuals- general support	\$16,000

### **FY2017 Budgeted Restricted Funds, goal: meet budgeted funding**

Capital improvements (renewal & replacement fund)	\$9,380
Camperships- any	\$4,000
Camperships- Codman School	\$4,880
Camperships- One Child at a Time	\$8,200
Camperships- ACA New England	\$1,200

# NEYM Leadings, Meetings, and Money

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On Saturday October 15, 2016 9am-3:30pm at Wellesley Friends Meeting, New England Yearly Meeting's Legacy Gift, Finance, and Ministry and Counsel Committees partnered to offer program on "Leading, Meetings, and Money." The program explored the relationship of individual leadings, the meeting's care for that ministry, and accounting for the money.

Jeremiah Dickinson, Suzanna Schell, and Sarah Spencer coordinated the event which had 20+ participants from 15+ monthly meetings and 5 quarterly/ regional meetings.

Advance publicity included the following queries:

- Do you have or think you might have a leading and wondered what the role of the meeting might be in that?
- Is there someone in your meeting who has asked for support for a leading and you are wondering what that means?
- Has someone applied for a Legacy Grant and asked for it to be under the care of the meeting?
- Are you involved in your meeting's finances and thinking about stewardship and accountability in supporting ministries?

Program included:

- program offered by Viv Hawkins, member of Central Philadelphia Monthly Meeting (Philadelphia Yearly Meeting) and co-founder of Releasing Ministry Alliance, elderd by Lola Georg and
- a panel comprised of Shearman Taber, Sarah Spencer, and Greg Williams representing various aspects of leadings and money as practiced in Beacon Hill Friends Meeting, Salem Quarter.

This document reports on the program of the day with especial attention to the program ME and WE: Both/ And offered by Viv, who authored this report. A portion of the morning session was audiotaped with permission of the people in attendance and is available at: <https://soundcloud.com/vivi-hawkins/neym-leadings-meetings-money-1-of-2> and the lead in to the polarity mapping break out groups is at <https://soundcloud.com/vivi-hawkins/neym-leadings-meetings-money-2-of-2>

***Noah Merrill, General Secretary of NEYM, invites participants to write a short piece from their experience during this program which he will help publish through NEYM's vehicles.***

## ME and WE: Both/ And

**Handouts** (copies follow in this report):

1. NEYM Leadings, Meetings, and Money Resources
2. Central Philadelphia Monthly Meeting's Handbook for Formal Care of Friends Called to Ministry or Witness, section on financial support.

Viv expressed thanks for the presence of people who gathered, for the opportunity to share with them, and for eldership from Lola. Viv explained that she carries a minute of religious service from Central Philadelphia Monthly Meeting to inspire, encourage, and empower people to live into our most sacred calls in community and she was grateful to be among NEYM Friends for this program.

### *Assumptions:*

- Listen in tongues – translate my God talk to what works for you
- Trinity of Ministry
  - Ministry/ Leading – the sacred service to which a person or group is called
  - Minister – the person or group called to sacred service
  - Administration – the mechanics of supporting both the ministry and the minister, our topic today

[All have the root from Latin ministerium "office, service, attendance, ministry"]

- Supporting Individual Calls to Ministry principles
  - Individual – “What canst thou say?” the RSoF did not lay down the ministry but the laity.
  - Community – Ministry is given to the community, for them to assist the minister's faithfulness, to receive and assist in receipt of the ministry, and to support both the ministry and the minister. Similarly, the minister is accountable to the community in various ways – not necessarily to conform the ministry to the community's expectation but, as much as possible, to help it to be held by, to be furthered by, and to serve the community.
  - Communities of communities – whether monthly meetings, quarters/ regions, or yearly meetings; yearly meetings coming together in sister relationships such as NEYM's with Cuba YM or in membership in wider Quaker organizations, such as FUM or FGC or FWCC

### *Story:*

Viv opened with “Let me tell you a story of a man named Charlie” and asked participants to listen with an ear for what would your meeting do? (Not what could the meeting do.)

- Charlie was a pastor's kid who became a Quaker. What do you think was true about his native religious tongue? Among that Quaker meeting, Charlie's experience was that his Christo-centric theology was not welcome so he sought another faith community.
- New faith community has a corporate witness supporting Christian Peacemakers Team. A leader in the community coordinates trips to Israel-Palestine to see CPT's work on the

ground. Charlie was interested and he went. While there, he senses a further call to engage a short-term trial service and he mentions this to his new faith community.

- They form a clearness committee to help him discern if he is, in fact, called to this trial and he discerns he is.
- They help him raise funds to make the second trip because CPT requires that.
- They establish a communication team to be in touch with him while he's away and keep the faith community apprised of his situation – both his service (ministry) and his personal well-being (the minister).
- Lola and I worshipped there the Sunday before he left. Charlie gathered the children around him and explained where he was going and why. They asked questions and he answered them.
- That Sunday, the faith community gathered around Charlie and prayed for him.
- Three months later, Charlie returned. He had learned that Israel-Palestine was no place for him, a gay man, and he would not take up a longer term of service with CPT.

What WOULD your faith community do?

- In relation to his native religious language?
- In offering a corporate leading in which members can join?
- To help him discern about his leading?
- To assist with financial and material needs?
- To send him off?
- To remain connected to and supportive of the minister and the minister?
- To welcome him back?

Charlie's Mennonite community balanced the both/ and of ME and WE with the Divine at the center. "Will he ever return?"

[Viv did not also mention that that Mennonite community, Germantown Mennonite, had previously chosen to welcome as full members LGBTQ people such as Charlie, the result of which was their 1998 expulsion from their regional conference of the Mennonite church.]

If the WE of community cannot grow at the margins, many MEs will not be included. We will be less than the whole body of God, less than Beloved Community, less than Gospel Order.

### *Care of Ministry*

This process asks us to do things in a "together way" where relationship rises to a significant level in a culture which one participant regards as "immersed in the virus of individualism." In contrast with our dominant society, our member ministries and communities can be well-supported by the interrelated three legs of 1) ministry (having that of God within drawn out), 2) eldering (drawing out), and 3) oversight (keeping things clear). Together, they link the spiritual to the practical, faith to practice. When any of these three are weak, the whole health of the body suffers.

What are the next steps that open us to the blessings of God's abundance, that allow our meetings' cultures to grow at the margins and include more different types of people each following their divine call. We explored various ways to non-monetize our exchanges to ensure the needs of



members of our community are met, ways to express love and support for one another so that we can take more risks and become more faithful.

As we seek to take ministry under our care, we need to ensure that we are listening to the voice of Spirit very carefully and not being governed by our norms of comfort which, for the majority among us, include whiteness, middle classness, higher educatedness, natural born U.S....

Listening for Spirit may mean heeding the prophetic voice among us that shakes us to our core.

### *Polarity Mapping*

ME and WE are not a problem to solve. We can't do without ME or without WE. We need to hold the two in tension and not choose one or the other. We need the prophet for the community to grow. We need the community for the prophet to fully prosper.

ME and WE are a polarity to manage. (On the floor was an X made of tape. Viv placed "ME" on one end of one axis and "WE" on the other end; "+" on one end of the other axis and "-" on the other end.)

On this "+" side of the axis we have the up-side of ministry in relation to ME and WE, as relates to leadings and meetings; there everything is clicking. On the "-" side, we have the down-side – something is missing with ministry in relation to ME and WE, as relates to leadings and meeting. We counted off by 4s and assigned one group to each of the following:

- the up-side of ministry in a ME environment,
- the up-side of ministry in a WE environment,
- the down-side of ministry in a ME environment,
- the down-side of ministry in the WE environment.

Participants met in 4 groups for 20-25 minutes to brainstorm what arises in those environments and conditions. Record key phrases on their easel pages.

The four groups came back together and placed their pages on the quadrant. We reviewed what came up in the breakout groups.

**Individual Up-side** – what is true when the individual is being well-served in the process of care of ministry?

Individual feels loved + supported...

because...

- their leading is moving forward, has momentum
- their needs are met – logistical needs, not just spiritual. Concrete needs are known and responded to, e.g. child care! or transportation! or providing time. \$\$, financial is, can be a part of this too!
- they feel they'll be heard (+ so aren't afraid to ask) perhaps because they ...
- have an active and engaged care/ support committee – oversight (!)/ administration accountability (in both directions)

and so

- the ministry + the minister are thriving... until...

**Individual Down-side** - what is true when the individual is NOT being well-served in the process of care of ministry?

Playing a role

- Individual rejects meeting “authority” &/ or spiritual support
- Individual claims “their” ministry, not God’s
- Individual no sufficiently grounded in love and humility

Individual affected

- If meeting fighting (money, recognition, ‘tall poppies’)
  - individual doesn’t receive money, nurturing
  - may feel alone
- if meeting can’t accept it’s role in “oversight”/ support
  - individual may feel set adrift
- if meeting doesn’t recognize financial gifts of ministry
  - individual may, without those gifts, be given burdens of financial administration

**Meeting Up-Side** - what is true when the meeting is being well-served in the process of care of ministry?

- Minute of supporting ministry
  - Provide both support committees and financial aid
- Result: meeting feels good about itself and is attracting new members
- Acknowledging existing support can lead to next person stepping forward
- Being in this state: virtuous cycle
- Familiarity with Quaker history and Faith and Practice: do this make ministry possible?

**Meeting Down-Side** - what is true when the meeting is NOT being well-served in the process of care of ministry?

- Fear of conflict
- Fear of spending
- Lack of faith
- Fear of vulnerability
- intersection of faith and money
- Choosing fear instead of faith
- Lack of trust

Viv posed the following questions about how we can manage the polarities of the 4 quadrants listed above. Due to time constraints, we did not answer these questions.

- Objectives: What will we do to balance the polarities? What does your meeting need to do to achieve the up-side results your meeting desires, and how will your meeting manage the up-side aspects of both ends of the polarity? Who will do what, by when?
- What red-flag indicators will show your meeting that your meeting is moving too far toward what your meeting doesn't want?
- Who will recognize the red flags?
- What will your meeting do then?

[This may be a helpful activity for meetings to take up. It could be done playfully by inviting participants to act out the polarities in an exercise related to leadings, meetings, and money.]

### **Prophetic Ministry**

Since NEYM recently minuted its intention to “decolonize their minds,” Viv mentioned that the status quo will be challenged in that work. A measure of prophetic ministry will be needed to accomplish true change. When a caterpillar enters the cocoon, the caterpillar goop changes to a butterfly. However, the “imaginal cells,” the first ones to know they are to become a butterfly, are initially attacked as foreign bodies. The same happens with groups and a process known as “immunity to change.” Early adapters are often attacked as threats. To illustrate this, Viv mentioned Dietrich Bonhoeffer’s decision to return to Nazi Germany from the U.S., as WWI was in full swing. That act of Bonhoeffer’s faithfulness ultimately resulted in his imprisonment in two separate concentration camps for several years before he was hanged to death. How many of our meetings would support such examples of faithfulness?

If the answer is none or few, do we truly have a right to hold prophetic ministry "under our care"?

### **Panel and discussion in the afternoon:**

Three members of Beacon Hill Friends Meeting shared from their experiences in regard to Leadings, Meetings, and Money. Shearman Taber responded to several questions on finances in monthly meetings. Sarah Spencer spoke of the importance of caring for ministry. Greg Williams updated Friends on the course of the ministry he carries with the assistance of a Legacy Fund grant. (Perhaps, these Friends could be invited to document the core of those messages?)

Viv quoted a related excerpt from NEYM’s 2016 summer sessions epistle, “An authentic leading, in contrast to a personal preference or private agenda, may come to us as a surprise, as something absurd, or counterintuitive. It can be baffling or mysterious because it arises from a deeper place than most humans’ sense of morality and purpose can fathom... In the end, a leading is a leading; God demands obedience whatever the cost and difficulty and whether we initially feel qualified.”

Hierarchies and bureaucracies do not innovate. Free and empowered individuals and small groups do. Hopefully, they are Spirit-led, well-grounded, and sufficiently resourced.

[Walter Brueggemann says modern-day prophets are “called by God to have an impact on persons, to impinge upon perception and awareness, to intrude upon public policy and to evoke faithful and transformed behavior.”]

**Viv alluded to Greg Elliott's Sept 15, 2016 Acting in Faith blog** which mentions how George Fox' response to James Nayler may have altered the course of Quakerism's willingness to receive prophetic ministry. An excerpt from that blog, which was not shared then, follows:

"I realized that what Spirit is asking us to do and what we are willing to do are two very different things. Quaker process, fear, white privilege, and white fragility all play a role in preventing decisive change and transformative action. Clarity gets watered down, and all we're left with is a vague notion that Spirit is calling us to do something – we're just not sure what it is...

In times like these, we shouldn't have to wonder where Spirit is leading us, at least not in a general sense. Instead our question becomes, how far are we willing to go? Spirit is asking all of humanity to meet this moment with the strength, courage, humility, and love it requires...

In a way, I think Quakers have never fully recovered from the tragedy of James Nayler. A very popular and enthusiastic contemporary of George Fox, Nayler was known as a powerful preacher, and even preached against slavery in the 1650s. But he is still most known for the 'Bristol event' in which he rode into Bristol naked on a donkey, reenacting Jesus' entrance into Jerusalem before he was crucified.

For his 'crime,' Nayler was branded with the letter 'B' on his forehead, narrowly escaped execution, was forced to do two years of prison labor, and became the first Friend to be disowned by Quakers. [From James Nayler's Wikipedia page](#): 'The Society's subsequent move, mostly driven by Fox, toward a...more organised structure, including giving Meetings the ability to disavow a member, seemed to have been motivated by a desire to avoid similar problems.'

Perhaps Nayler took the message to follow Christ a bit too literally, but he was not wrong about the Spirit of the message. The decision by Fox and his followers to tighten the reigns on Quakerism following this event pushed our prophetic leaders to the margins of Quakerism, and we've never allowed them back to the center. Instead of radical faithfulness at the core of Quakerism, meeting membership and Quaker process took its place."

<https://www.afsc.org/blogs/acting-in-faith/letter-to-friends-spirit-calling>

Because a prophetic ministry disrupts the status quo, we touched on the concept of "disruptive innovation" – smartphones are disrupting PCs, laptops, and PDAs; word processing replaced the typewriter for most of us; the cloud has replaced the floppy disk. [George Fox asking "What canst thou say?" was a disruptive innovator in the Anglican church of his time. Margaret Fell who offered George patronage and ministered in her own right was a disruptive innovator.]

What's true about "disruptive innovations"?

- They tend to be produced by outsiders and entrepreneurs, in a faith community we might call them prophets. [Fox and Fell were not clergy yet they led Quakerism.]
- When disruptive innovations first arise, they're not profitable. They take longer to develop than by a conventional approach, they are higher risk than more incremental or evolutionary forms. [Early Quakers spent time in prison.]

- Once implemented, disruptive innovations have faster penetration of the market and higher impact. [How many were present at Pendle Hill?]

For instance, Lucretia Mott's minute of religious service at some point was not renewed by Philadelphia YM. How much of our money will go to support ministries that are "disruptive innovations"?

At the 2016 Philadelphia Yearly Meeting summer session, Undoing Racism Group (URG) brought a bold proposal for its organizational structure. The proposal would offer URG a measure of authority to undo racism in all parts of PhYM. URG presented the proposal to the gathered body and it was soundly disapproved. The following day, URG presented the Crossroads continuum on multiculturalism and the gathering self-assessed PhYM at around stage 2 or 3 on a continuum of 6 stages. [http://www.aesa.us/conferences/2013\\_ac\\_presentations/Continuum\\_AntiRacist.pdf](http://www.aesa.us/conferences/2013_ac_presentations/Continuum_AntiRacist.pdf)

Stages 2 and 3 call for a leadership team to shepherd the multicultural initiative. The organizational structure proposed by URG for its operations was such a leadership team. The fear in the room related to the proposal could be cut with a knife. Viv attributed it to, at least, three things:

1. A group of Friends was seeking authority.
2. A group of Friends comprised of many people of color was seeking authority.
3. A group of Friends comprised of many people of color was seeking authority in relation to racism.

At the subsequent retreat for URG, three initiatives were identified. 1) Continue to work to have URG recognized officially within PhYM, 2) Discontinue work at the YM level and work with monthly and quarterly meetings to undo racism, and 3) Form a new meeting to model Beloved Community that, as much as possible, is 1) free of racism and cultures that privilege some members above others and 2) able and willing to interrupt and eradicate racism. That last group has expressed interest in the learnings of Stone of Hope and in the work Greg Williams is doing.

# NEYM Leadings, Meetings, and Money

Friends' meetings can support leadings and ministry in several ways:

1. Offer clearness committees to test members' calls to ministry;
2. Provide spiritual accountability or anchor groups for ministries found clear;
3. Minute support of the ministry and assist in obtaining quarterly or yearly meeting endorsements; and
4. Provide needed resources, such as:
  - a. Receive contributions on behalf of the ministry;
  - b. Support ministries financially, either via meeting treasury or member contributions;
  - c. Provide elders/ companions to travel with the minister;
  - d. Pray for the ministry and the minister; and
  - e. Whatever helps to more fully release the ministry.



I URGE YOU TO FORGET YOUR DREAMS OF ZOOKEEPING AND SAILING, NOAH ... AND I HAVE TO SAY THAT ALL YOUR GOD TALK IS NOT GOING TO GET YOU VERY FAR IN TODAY'S HEATHEN WORKPLACE

## ***Clearness***

Clearness committees test members' leadings and calls to ministry, largely by helping the person sensing a leading to discern if the leading is Spirit-led and meant for them at this time.

Parker Palmer's [A Hidden Wholeness](#) is one of the best resources I know regarding clearness committees.

Patricia Loring's [Listening Spirituality](#) also contains valuable guidance.

## ***Spiritual Accountability***

A ministry and the minister need to be accountable to Spirit, to their call, for their worldly obligations and relations, to the meeting, and to those with whom they minister. An on-going group who meets several times annually should be gathered for this function. The Supporting Individual Calls to Ministry Collaborative hopes to offer training during winter 2016-17 on this topic. A Facebook group called "Friends Spiritual Accountability" contains an abundance of resources including links to other repositories.

## ***Minute of support***

Friends, historically and today, use minutes of introduction or religious service as a manner of reference to others. By approving or endorsing a minute of travel or of religious service, the meeting:

- shares a description of the ministry,
- affirms the call to ministry as well as the faith community's role in supporting and challenging the Friend in faithfulness,
- introduces the minister and the communities who send the ministry, and
- informs people of the practice and benefits of carrying a minute and being accountability to a faith community.

Historically, a minute is approved at the monthly meeting level and, where appropriate, forwarded for endorsement to the quarterly meeting and yearly meeting. See NEYM Interim F&P Appendix 5 for details.

## ***Provide Resources***

### **Receive Contributions**

If the meeting is 501(c)3 eligible, contributions to the ministry can be tax deductible to the donors. If gifts are made to the minister, they are not tax deductible to the donors but neither are they taxable to the minister. Contributions made for a purpose, not to a particular individual, are not considered “pass-throughs,” which are prohibited by IRS law.

### **Contribute Financially**

Expenses of the ministry generally, should not be the burden of the minister alone. Contributions from the meeting treasury are required for application to some grant sources. Contributions from meeting members engender the real-life experience of the ministry being carried by the community.

### **Provide elders/ travel companions**

Service in the ministry places many demands on the minister ranging from logistics to pain-staking discernment. Elders or companions in the ministry can assist with the full range of needs.

### **Pray**

Knowing that others hold the ministry, the minister, and those being ministered to in prayer is a very soothing experience for a minister and those to whom they minister.

### **Whatever else**

Whatever will make the ministry lighter for the person(s) carrying it such as a kind word, the use of a car, child or elder care, help with meals for family members left at home, frequent flyer points, home hospitality, in-kind services such as legal assistance or layout and design, catering a workshop, loan of a vacation home, etc.

## **QUOTES ON LEADINGS**

I think I have wasted a great deal of my life waiting to be called to some great mission which would change the world. I have looked for important social movements. I have wanted to make a big and important contribution to the causes I believe in. I think I have been too ready to reject the genuine leadings I have been given as being matters of little consequence. It has taken me a long time to learn that obedience means doing what we are called to do even if it seems pointless or unimportant or even silly. The great social movements of our time may well be part of our calling. The ideals of peace and justice and equality which are part of our religious tradition are often the focus of debate. But we cannot simply immerse ourselves in these activities. We need to develop our own unique social witness, in obedience to God. We need to listen to the gentle whispers which will tell us how we can bring our lives into greater harmony with heaven. - Deborah Haines, 1978

"Not everyone... has the same level of commitment to remaining present and open to Divine guidance, the same level of yieldedness of ego and willfulness. [We] include both those who long for a centered and committed spiritual community, and those for whom the [community] is an optional item, poorly integrated into, or simply tacked onto a life filled with a variety of other activities. We have those who feel that community should be a place of unflinching, undemanding, loving acceptance and those who feel that community is the place where we are challenged and supported to grow to our fullest potential in God.

"These very different understandings of what constitutes spiritual community create many of our failures in communication and in caring for one another. Much disillusionment or burn-out occurs because some people have given themselves whole-heartedly to the work of the community, only to find others withhold themselves or work from a more limited and secular vision."

- Patricia Loring, Listening Spirituality volume II: Corporate Spiritual Practice Among Friends, Opening Press, 1999, p. 40

"The individual who does not feel stretched by her calling, who does not feel to some degree exposed and made vulnerable by the act of ministry, is not likely to be surrendered and accountable to the true promptings of the Holy Spirit."

- Lloyd Lee Wilson Essays on Quaker Vision of Gospel Order, page 73

## Resource List

### **GIFTS**

Discernment of Spiritual Gifts from PhYM Spiritual Formation Program

<http://quakerspiritualformation.org/retreats/closing-retreat/discernment-of-spiritual-gifts-and-ministries/>

Naming Spiritual Gifts in Our Meetings from FGC

<https://www.fgcquaker.org/resources/naming-spiritual-gifts-within-meeting>

### **CLEARNESS COMMITTEES**

FGC Resources <https://www.fgcquaker.org/resources/clearness-committees-what-they-are-and-what-they-do>

A Hidden Wholeness: The Journey Toward an Undivided Life by Parker Palmer (San Francisco: Jossey-Bass Publishers, 2009) – two copies available through PhYM library

A collection of resources on clearness <http://www.couragere renewal.org/clearnesscommittee/>

### **SUPPORTING MINISTRY IN OUR MEETINGS**

"Responding to Calls to Ministry", As we deepen our spiritual lives we discover a path in the outward life to conform to our spiritual journeys--perhaps we recognize the work we have been doing as our calling or we may find ourselves led to new and different ways of living. Available at [www.cpmmm.org](http://www.cpmmm.org) from the Resources tab or <https://www.quakercloud.org/cloud/central-philadelphia-monthly-meeting/resources/responding-calls-ministry>

"Nurturing Faithfulness to the Leadings of the Spirit in Central Philadelphia Monthly Meeting," Documents the emerging understanding in CPMM of how we support one another in dynamic faithfulness. Available at [www.cpmmm.org](http://www.cpmmm.org) from the Resources tab or <https://www.quakercloud.org/cloud/central-philadelphia-monthly-meeting/resources/nurturing-faithfulness-leadings-spirit-central>

"Handbook for Formal Care of Friends Called to Ministry or Witness," Central Philadelphia Monthly Meeting, (available in the Friends Spiritual Accountability Facebook group, Files section)





Faithfulness in Action: Supporting Leadings in Pacific Yearly Meeting

<http://www.pacificyearlymeeting.org/2009/MandLFaithfulnessInAction.pdf>

On Living with a Concern for Gospel Ministry, "Appendix 1: On Being a Recorded Minister", Brian Drayton, Quaker Press, Philadelphia, PA 2006

### ***DISCERNMENT RELATED TO MINISTRY***

Essays on the Quaker Vision of Gospel Order, "Community Stewardship of Our Spiritual Gifts," Lloyd Lee Wilson, Quaker Press, Philadelphia, PA, 2001.

A Description of the Qualifications Necessary to a Gospel Minister, Samuel Bownas, Pendle Hill, Wallingford, PA, 1989.

What Canst Thou Say, Called issue No. 57, edited by Patricia McBee, Feb 2008

<http://static1.squarespace.com/static/52e84b12e4b04e00fe345ffc/t/530aa3cee4b0a1097b35a73f/1393206222100/wcts-2008-feb-called.pdf>

### ***SPIRITUAL ACCOUNTABILITY***

The Spiritual Care Committee, pamphlet by School of the Spirit available from PhYM library

Friends Spiritual Accountability Facebook group

<https://www.facebook.com/groups/friendsspiritualaccountability/>

Article connecting peer mutual accountability to the foundations of Quakersim "Finding a Quaker Charism at the Wild Goose Festival," Viv Hawkins, Friends Journal, December 2013 and available at

<http://www.friendsjournal.org/finding-quaker-charism-wild-goose-festival/>

Article on peer accountability "Questions of the Grail," Viv Hawkins, Friends Journal, May 2016 and audio at

<http://www.friendsjournal.org/author-viv-hawkins-reads-questions-grail/>

Peer group process guidelines <http://quakerspiritualformation.org/sf-2/peer-group-process-and-guidelines/>

Evoking questions <http://quakerspiritualformation.org/sf-2/evoking-questions/>

Quaker Social Change Ministry is a small group model for Spirit-led social change work sponsored by AFSC

<http://www.afsc.org/QSCM>

Pods and pod mapping especially for social justice accountability <https://batjc.wordpress.com/pods-and-pod-mapping-worksheet/>

### ***SUPPORTING INDIVIDUAL CALLS TO MINISTRY***

Includes resource page <http://www.pym.org/supporting-individual-calls-to-ministry-collaborative/>

### ***MINISTRY AND MONEY***

Releasing Ministry Alliance is a project to publicize and crowdsource ministries. Participating ministries and more about the project are available at [ReleasingMinistry.org](http://ReleasingMinistry.org)

Articles by various ministers on their experiences with ministry and money

<http://releasingministry.org/additional-resources>

## ***PARTIAL LISTING OF PYM LIBRARY RESOURCES ON MINISTRY & ITS SUPPORT***

Gathered from Follett catalog, thanks to Rita Varley

Spreading the fire: challenging and encouraging Friends through travel in the ministry, Humphries, Debbie, Series: Pendle Hill pamphlet; 2015

Radical witness: four talks on faith made manifest in the world Call #: 289.6 Rad based on talks delivered in autumn 2008 by John Humphries ; Gina and Heidi Nortonsmith ; Katherine Fisher and Sadie Forsythe ; edited by Sarah Spencer, 2009

Walk worthy of your calling: Quakers and the traveling ministry Call #: 289.6 Wal edited by Margery Post Abbott and Peggy Senger Parsons, 2004

Spiritual accompaniment: an experience of two Friends traveling in the ministry Call #: P 289.65 Wal Walling, Cathy, 2014

Tall Poppies: Supporting Gifts of Ministry and Eldering in the Monthly Meeting Call #: P 289.65 Gru Grundy, Martha PH pamphlet #347, 2000

Spirit-Led Eldering: Integral to Our Faith and Practice Call #: P 289.65 Lar Larrabee, Margery PH pamphlet #392, 2007

Public ministry among Friends: some private thoughts Call #: P 289.651 Mau Maurer, Johan, Series: Sunderland P. Gardner lecture; 2000

Spiritual nurture ministry among Friends Call #: P 240 Cro Cronk, Sandra Lee, 2015

Intervisitation: travel under religious concern, Quaker heritage and present need Call #: P 289.6 Ern Ernst, Van, 1985

Early Friends & ministry Call #: P 289.6 Gru Grundy, Martha Paxson Series: Quaker issues, 2009

Go and the Lord go with thee! Call #: 289.69 Glo Glover, Sue, 1997

Portraits of Friends: featuring Friends in world ministries Call #: 289.69 Por Adult Elective Curriculum, Friends United Meeting, 1990

Autobiography of John J. Cornell: containing an account of his religious experiences and travels in the ministry. Call #: 289.692 Cor Cornell, John J. 1826-1909, 1906

A journal or historical account of the life, travels, sufferings, Christian experiences, and labour of love in the work of the ministry of that ancient Call #: OFF 289.692 Fox v.1 Fox, George, 1831

Encourage one another [ Video ] Call #: AV Q 250 Tru Trueblood, Elton, 1991

Recording gifts in ministry Call #: P 289.62 Yea Yearly Meeting on Ministry and Counsel, 1992

*NEYM Leadings, Meeting, and Money, Oct 15, 2016* Viv Hawkins [friendviv2@gmail.com](mailto:friendviv2@gmail.com) Page 13

## **CPMM's Handbook for Formal Care of Friends Called to Ministry or Witness, pages 11-13**

to accompany "Nurturing Faithfulness to Leadings of the Spirit in Central Philadelphia Monthly Meeting", Approved April 10, 2005

### **C. Financial Support of Ministries**

#### **1. Background on Friends Practice**

There is a tradition among Friends of avoiding a "hireling ministry." George Fox likened hireling priests and the compulsory tithes by which they were paid to the false prophets mentioned in the Bible.

Robert Barclay wrote, "Those who have received this holy and unspotted gift have received it without cost and should give it without charge.' (Matt 10:8) They should certainly not use it as a trade to earn money."

On the other hand, Barclay goes on in the same paragraph to say, "But, if God has called any of them from their regular employment or the trade by which they earn their living, they should receive such worldly necessities as food and clothing. It is lawful for them to accept these as far as they feel allowed by the Lord, and as far as they are freely and cordially given by those with whom they have shared spiritual matters." And Fox writes, "If any minister of Jesus Christ...who said, freely ye have received, freely give, comes to our house and ministers unto us spiritual things, we will set before him our carnal things: and he that soweth unto us spiritual things, it is the least that we minister unto him of our carnal things."

Our *Faith and Practice* provides that "The monthly meeting issuing [a minute of religious service] should see that insofar as possible the proposed service is not hampered by a lack of funds or other support." (p. 57) and "In cases where Meeting approval is given ...which may result in allowing Friends to be released to follow such leadings, the meeting often takes responsibility for providing financial assistance and family support..." (p.66)

While some among us may be called to travel in the ministry, others may be called to provide for financial support. In appealing to Friends for support of those traveling in the ministry, Margaret Fell asked Friends to give so "the burden not lie more heavily on [the ministers] than on others."

#### **2. The Practice of Central Philadelphia Meeting**

In most instances faithful exercise of one's gifts has little or no impact on that Friend's financial life.

As a Friend grows in ministry s/he discovers ways to adjust his/her lifestyle to accommodate the demands of ministry.

***Subsidizing out-of-pocket costs of the ministry:*** Sometimes, although one is able to provide for one's own livelihood, one may be unable to sustain the out-of-pocket costs of the ministry. In recent years, CPMM has set aside money in the budget to help defray those costs. These funds have been made available in the form both of outright grants and of grants to match contributions to the ministry made by meeting members.

***Providing support for the minister's living expenses:*** Relatively rarely, a Friend is found to have a burning leading that impedes her or his ability to hold regular work to provide for her/his support and that of her/his family. It is appropriate for the meeting to test such a leading closely, through a clearness committee or Spiritual Accountability Group, to discern if it is rightly ordered for the minister to seek support for living expenses.

If the meeting is clear that the leading is true and urgent and incompatible with earning a living, the meeting can support and encourage the Friend in finding ways to raise financial support. This might include: discovering an organization that might take the work under its care and provide a stipend, finding sources of grants to support the work, and raising funds among others who share the concern. To the extent that the meeting is able to do so, funds may also be granted from the meeting's budget, and members of the meeting may share in the support of the Friend who is carrying out this work.

Generally, this extent of financial support would be given to a Friend whose work and leading have been growing over a period of years and whose faithfulness is known and trusted by the meeting. The work should be under the care of a Spiritual Accountability Group that, in the process of ongoing discernment regarding the work, gives attention to whether this level of financial support is still rightly ordered, and to right stewardship of the funds.

### **3. Discerning the rightness of financial support**

It is the responsibility of the clearness committee, or, if the need emerges later, the Spiritual Accountability Group, to establish the nature of the need, to explore whether it is rightly ordered that the meeting provide financial support, and after consulting with the Finance Advisory Committee regarding the availability of funds, to bring a recommendation to the meeting for business. See queries on discerning the rightness of financial support below (Financial Support).

In cases when there is no clearness committee or Spiritual Accountability Group and the need for funds is modest, the Committee on Gifts and Leadings, in consultation with the Finance Advisory Committee, may bring a recommendation directly to the meeting for business.

### **4. Discerning the level and form of financial support from CPMM**

On discerning that it is rightly ordered for a ministry to receive financial support, the clearness committee or Spiritual Accountability Group would help the minister in estimating the expenses related to carrying out the work and the potential sources of funds, including the minister's own resources. Before making a financial request to the meeting for business, the Committee on Gifts and Leadings should consult with the Finance Advisory Committee as to what funds are available and how the support of this particular ministry affects the meeting's response to the needs of other ministries being supported by the meeting. In consultation with Finance Advisory, the committee would recommend to the meeting for business the amount of financial support.

[The meeting has discontinued its former practice of matching member contributions. The meeting will make outright grants. Members may still be solicited as noted in #6 below.]

### **5. Money from only one meeting source**

Friends seeking funding for travel or projects may request funds from only one meeting source.

For example, a member receiving funds from the member ministries line may not also seek conference funds from Worship and Ministry for a conference related to the ministry or receive a grant from a committee budget. Similarly, Necessitous Cases Committee should not be regarded as an additional source for planned expenses. Necessitous Cases funding is reserved for emergency needs such as extraordinary medical expenses, expenses in periods of financial stress, and inadequate pension to meet rising costs of retirement housing.

## **6. Raising funds inside and outside the meeting**

A member for whom solicitation of funds within the meeting has been approved, may send out up to two letters to meeting members per year. The meeting will pay for the expense of duplication and postage. The timing of these letters should be coordinated with the Finance Advisory Committee in order not to be at the same time as appeals for support of the meeting (most years that would mean ministries would be asked not to solicit from mid-November through the end of December and from the beginning of May to the end of June.)

When possible, solicitations to outside sources should be in the name of the individual with the meeting's support rather than in the name of the meeting. If a funding source requires that a solicitation be made in the meeting's name, the application may be signed by the clerk of the meeting at the recommendation of the clearness committee or Spiritual Accountability Group and with approval of the meeting for business. Solicitations in the name of the meeting should be signed by the clerk of the meeting. Grant proposals in the meeting's name should be reviewed by the Spiritual Accountability Group to assure that what is proposed is in keeping with the meeting's understanding of the ministry.

## **7. Duration of financial support**

It is difficult to know in advance what faithfulness will demand of the minister and of the meeting.

However, in general, the meeting's funding for ministry is intended to assist in the start of a new project, perhaps declining over time, thus freeing up meeting funds to support other emerging ministries. At the time of requesting meeting funding it is helpful if the minister have a general sense of the duration and/or of a timeline for making the work independent of the meeting's financial support. A part of the meeting's care can be in assisting the minister in discovering stable sources of support for an ongoing work.

## **8. Tax consequences for the donor and the recipient**

**For the donor:** Donors may receive a tax deduction for a contribution to the meeting *for a work of the meeting*. Thus, before channeling funds through the meeting, the ministry must be one that is under the meeting's care. Donations should be made to the project, not to the individual. For example, to the "nonviolence ministry" rather than "to George Lakey."

**For the minister:** When funds are provided to the minister as a reimbursement for expenses for which there are receipts, the payment is not taxable. However, funds for the minister's ordinary living expenses are taxable. The meeting will provide a form 1099 to the IRS and the minister will have to include this income on a schedule C.

**Shifting the tax burden:** If a donor makes a gift directly to the minister of less than an amount set by the IRS (in 2004 \$11,000), the minister will not have to pay income taxes on that gift, but the donor will not get a tax deduction.

## Queries to assist in discerning whether financial support is appropriate

- a. Are the costs in terms of time, energy, money, and other resources reasonable and appropriate? Is there a well developed budget for the ministry? Has care been taken to be thorough in predicting expenses and identifying sources of funds?
- b. Is the person prepared to bear part or all of the out-of-pocket costs of the ministry? Is she or he prepared to live on reduced means while carrying out the ministry?
- c. Is carrying forward the ministry compatible with earning a living and maintaining other financial obligations? Is it perhaps untimely to undertake this work if it is in conflict with financial obligations? Are there other ways that the Friend can earn an income that would not interfere with responding to the leading?
- d. Are the recipients of the service able to cover all or part of the cost of the ministry? Are there other sources available for funding this ministry, e.g., Pemberton Fund, supporters of the activity outside Central Philadelphia Monthly Meeting, etc.? What relationship would the meeting have with these other sources? Considering the above sources, what level of funding from the meeting does the clearness committee find appropriate? Are the resources asked of the meeting available, and/or does the committee find concern sufficiently compelling to recommend that the meeting to dig deep to find the resources?
- e. Is the level of available funding adequate to meet at least the minimal needs of the ministry and the minister? If all of these sources total less than the anticipated need, what implication does this have for clearness to proceed?
- f. If no funding is needed at the present time, is there an anticipated need in the future for which the meeting should be prepared?

## TOOL: POLARITY MAP<sup>1</sup>: BALANCING PARADOX

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### When should I use this tool?

Many of the issues we face are not problems to be solved; they are paradoxes to be balanced. A paradox is a seemingly contradictory situation that is nevertheless true. A paradox contains elements that appear to be mutually exclusive and that appear to operate at the same time. Some problems can be addressed with "either/or" thinking, but paradoxes must be addressed with "both/and" thinking. When you experience that, "damned if I do, damned if I don't" feeling, you have encountered a paradox. Common paradoxes include the following:

- Focus on the individual; focus on the community
- Take short term gains; invest in the long term
- Centralize/decentralize the organization

The Polarity Map tool is especially helpful in deciding whether the issue to be addressed is a problem to be solved or a paradox to be balanced. Further, this tool is helpful in understanding the nature of the paradox and how to address it. Use this tool when you want

- To provide an alternative, more successful, approach to dealing with difficult and ambiguous situations
- To encourage everyone involved to take a broad perspective on difficult situations

### Why is using this tool important?

No matter how convincing your case for change, some people will disagree with your direction or you. Additionally, significant change generally brings with it a number of difficult or ambiguous situations that are troublesome to deal with. When the going gets tough, don't throw up your hands in despair or defeat. You can use the Polarity Map tool.

A paradox is not a problem. When you use problem-solving techniques on a paradox, you will probably

- Revisit issues often and experience little progress
- Create more problems than you solve
- Let disappointments turn into character assassinations
- Eat up huge chunks of time and feel that you are getting nowhere

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<sup>1</sup> Much of this material was taken from *Polarity Management: Identifying and Managing Unsolvably Problems* by Barry Johnson

Everyone encounters paradox. Knowing and understanding the cycle of a paradox enables you to curb your use of negative energy and survive.

**Tell me more about this tool**

The Polarity Map is uniquely suited for thinking through paradox and seeing the big picture that is behind it. Here are a few important points about paradoxes:

- Paradoxes exist at the organization, role, and personal levels
- Paradoxes consist of two opposing perspectives, or polarities.
- Each of the polarities, at some time (past, present, or future) is both beneficial and problematic.
- Whenever they have positioned their thinking at either end of a paradox, people are likely to strongly defend the correctness of their opinions.

**How do I proceed?**

There are four steps in the process that leads to balancing a paradox.

***Step 1. Describe the issue***

If you have experienced an issue that has been difficult to resolve, bring the various parties together. Encourage people to tell their “stories” about the struggle that is taking place. If two people “see” the same issue differently, wonderful! Ask the group to pay particular attention to both sides and the efforts that have been made and have failed to resolve the issue.

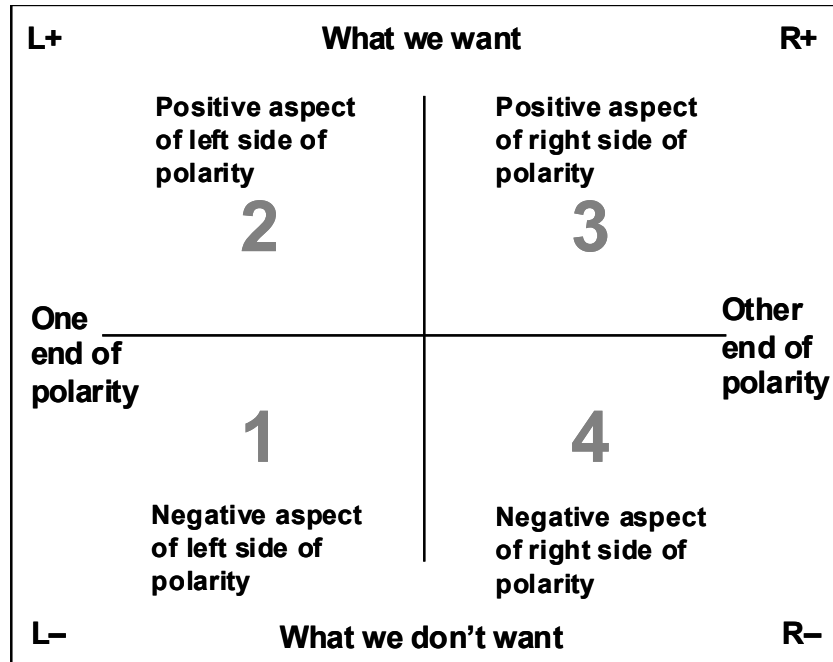
***Step 2. Determine whether the issue is a problem to be solved or a paradox to be balanced***

How you address a paradox is different from how you solve a problem. Therefore, you have to differentiate the two. You are addressing a paradox if

- The issue is recurring
- Efforts at solution result in more problems
- Both sides of the issue are critical for long-term success
- People fail to recognize the importance of the other side

When all four conditions prevail, you have a paradox to balance. Do not try to use standard problem-solving methods to resolve it!





**Figure PM1. Model of a Polarity Map**

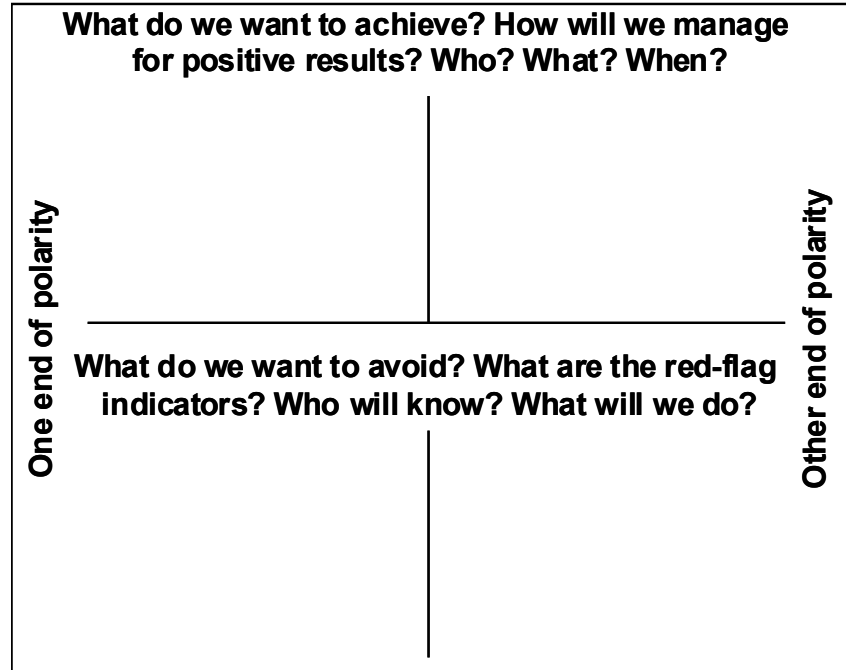
***Step 3. Describe the paradox by creating a Polarity Map***

A Polarity Map (see **Figure PM1**) shows you how a paradox cycles from one polarity to the other over time. To develop a Polarity Map, use two flip charts side by side or create an empty Polarity Map on the floor using masking tape. The procedure for filling in the model is as follows:

1. Discover what circumstance people are afraid of and want to avoid, and place that information in the bottom middle of the map.
2. Discover what circumstance people desire and want to achieve, and place that information in the upper middle of the map
3. Name the two ends of the paradox. These are the polarities. Place their names at either end of the horizontal line.
4. In box 1, list the negative aspects of the left-side polarity
5. In box 2, list the positive aspects of the left-side polarity
6. In box 3, list the positive aspects of the right-side polarity
7. In box 4, list the negative aspects of the right-side polarity.

#### ***Step 4. Determine how to balance the paradox***

In the final step, the leader and the planning group determine how they will actively manage the polarity to achieve the result they intend. They complete the balancing-polarity graphic in **Figure PM2**.



**Figure PM2. Model for balancing the polarities**

The group addresses the following questions and records their responses in the appropriate areas of a flipchart on which the Balancing Polarities graphic has been drawn (see **Figure PM2**).

- Where are we currently positioned on the positive half of the continuum that includes both ends of the polarity?
- What do we need to do to achieve the positive results we desire, and how will we manage the positive aspects of both ends of the polarity?
- Who will do what, by when?
- What do we need to do to avoid the negative aspects of both ends of the polarity? What red-flag indicators will show us that we are moving too far toward what we don't want? Who will recognize the red flags? What will we do then?
  1. *Involve people with various perspectives in this process.* By including people who favor both sides of the issue, the leader builds deeper understanding and greater commitment to the action plan. When dealing with paradox, those who represent opposing perspectives are especially helpful to balance it in the longer-term.

#### **Hints and troubleshooting tips**

2. *Properly categorize the issue* as a problem or a paradox. Treating a problem as a paradox or a paradox as a problem creates greater difficulties.
3. *Establish a clear understanding* of what we want and what we wish to avoid. This is a helpful way to encourage people with different perspectives to develop a better understanding of the larger goal. They will realize that they desire similar outcomes and that the means for achieving them is the source of conflict.
4. *Naming the two polarities* can be a more difficult task than it first appears. Both ends should have positive connotations and not be the names of a subgroup or function.
5. In periods of change, *two factions* are likely to evolve: (1) the crusaders who champion the change and (2) the bearers of tradition who want to maintain the current arrangement. Involving both factions in Polarity Mapping minimizes the risk of failure and avoids the negative win/lose outcome.
6. The purpose of balancing a paradox is to achieve the *best aspects of both polarities*. If one polarity begins to dominate, red flags must be raised to avoid that polarity's downside consequences.
7. For a *powerful team-building exercise*, create a large, blank Polarity Map on the floor (use masking tape). Elicit from the participants the characteristics of each quadrant of the polarity map. Write their responses on 4 separate flipchart sheets. Place the sheets on the appropriate quadrants on blank map. Invite the participants to act out the polarity. By playing out the negative aspects of the polarities in an exercise, the group will save the money, stress, and time of playing them out in real life.

**If it is a problem you are trying to solve, do not use this process.**



## Balance Paradox Table

	<i>Polarity 1:</i>	<i>Polarity 2:</i>
<b>What will we do to balance: Objectives</b>		
<b>Red flag indicators:</b>		
<b>Who will tell us?</b>		