

**Permanent Board of New England Yearly Meeting
August 2, 2014
Herrick Lecture Hall, Stafford Academic Center
Castleton College, Castleton, VT**

Agenda (DRAFT)

Opening

- 9:30 Worship
- 10:00 Welcome
- Roll call
- Review minutes from 5/10/14

Agenda

See related reports in Sessions Advance Documents, to be posted on/after 7/25)

Reports from those who are serving us

- Yearly Meeting Secretary
- Yearly Meeting Presiding Clerk
- Yearly Meeting Treasurer

Reports from Standing Committees

- Finance Committee
- Development Committee
- Personnel Committee
- Internal nominating Committee

Bringing our work to Sessions

- Structural Review
- Legacy Discernment
- Monthly Meeting Relationship Building
- Financial Sustainability Plan
- Friends Camp Governance
- Purposes and Procedures

Proposed changes since our last meeting: Friends Camp Committee, Coordinating and Advisory, FWCC, and Finance Committee. See Sessions Advance Documents, or check the PB page for this meeting.

Other items

- Release of funds to publish interim Faith and Practice
- Travel minute for Marian Baker

12:30 Close with Worship

Upcoming meetings

- August 7, 1-3pm Herrick Lecture Hall, Stafford Academic Center, Castleton. (Checkout by 4pm)
- September 27, North Fairfield (ME), agenda items due 9/12; reports due 9/16
- November 15, location TBA
- February 21, location TBA
- May 9, location TBA
- August 1, location TBA

**New England Yearly Meeting of the Religious Society of Friends
Permanent Board Minutes
May 10, 2014
Allen's Neck Monthly Meeting**

14-24 Opening Worship: Friends from Permanent Board gathered for worship at Allen's Neck Monthly Meeting. During worship we heard Memorial minutes for John Carey, Alanna Connors, Gordon Harris, Eleanor Plank, and Mary Anne Snieckus.

14-25 Roll Call: The Recording Clerk called the roll:

Present: Holly Baldwin, Travis Belcher, Deana Chase, Jeremiah Dickinson, Sarah Gant, Ben Guaraldi, Jan Hoffman, Mary Knowlton, Allan Kohrman, Christopher McCandless, Jean McCandless, Bruce Neumann, Karen Sanchez-Eppler, Suzanna Schell, Sara Smith, Becky Steele, Carolyn Stone, Philip Stone, Donn Weinholtz, Fritz Weiss,

Regrets: Aimee Belanger, Susan Davies, Justice Erikson, Galen Hamann, Nancy Isaacs, Sandy Isaacs, Leanna Kantt, Rebecca Leuchak, Rocky Malin, Elias Sanchez-Eppler, Patricia Shotwell, Rosemary Zimmermann, Hannah Zwirner.

Ex-officio: Edward Baker (Westerly, Clerk of Personnel), Muriel Farrar (Gonic, Clerk of Finance), Noah Baker Merrill (Putney, Yearly Meeting Secretary), Jacqueline Stillwell (Monadnock, Presiding Clerk).

Visitors: Jane Byrd (Allen's Neck), Nancy Haines (Wellesley, Clerk of Development) Cliff Harrison (Cambridge), Bob Humphries (Allen's Neck) Pam Humphries (Allen's Neck), Lindell O'Keefe (Allen's Neck), Gerry Sazama (Storrs), Nat Shed (Vassalboro, Friends Camp Director), Kathleen Wooten (Amesbury),

14-26 Call to Discipline: With the assistance of a quote from George Fox, the clerk reminded us that, particularly in the face of a daunting agenda, we must each manifest personal discipline.

14-27 Minutes: The minutes from our February meeting were considered and, with a small change, **approved**.

14-28 Yearly Meeting Secretary Report: As he had at our last meeting, Noah kept his verbal report brief, referring us to his written report (See Advance docs) which includes progress on the website, the database, and sessions, as well as reports on revision of staff job descriptions, and various facets of communication.

In response to a concern about the functioning of the office, Noah reminded us that there is now an Information Management Assistant, and that the proposed budget includes an increase in administrative time. Noah also reported on his work supporting the Development Committee. Many Friends have reported their enthusiasm about the new website, and the Committee has been working on a "Rack Card" for Monthly Meetings which will convey some of what NEYM does. He pointed out that it would be useful to

Development's work if the YM had priorities named. He provided us with the Priorities Process Budget which includes the following suggestions:

- Increase support for the needs of Monthly Meetings, especially newcomer orientation, pastoral care, quality of worship, conflict resolution, and outreach. Renew current meetings and found new meetings.
- Strengthen training for adults in Quaker faith and practice
- Provide more opportunities for us to gather as Friends; for fellowship, discernment, worship, spiritual nourishment, and connection on issues of shared concern.
- Develop Friends' capacity to engage in visible and effective witness
- Sustain and grow our vibrant youth ministries, including retreats and pastoral care for youth and families

14-29 Presiding Clerk Report: Jackie pointed out that there are two ways of looking at our day's work: overwhelmed by the number of agenda items and volume of reading, or, Look at all we are doing!

Reflecting Noah's point about priorities, Jackie said that the question of Goals has been appearing in various places this year: How do we get to a sense of direction for what we are doing?

Coordinating and Advisory Committee has been concerned with transparency and communication. One way this was revealed was in the budget planning meeting, where members of C&A, Finance, Personnel, and Development Committees all came together for a widely grounded discussion of priorities, budget and our future.

Anticipating a later agenda item, Jackie pointed out that many Friends find Quakers through education, and encouraged us to support all the places that offer a chance to experience Quakerism.

14-30 Development Committee: Nancy Haines, Clerk, reported on the work of the Development Committee. We are on track, and she is hopeful that we will again exceed the goal for individual giving. The committee plans to encourage monthly givers to give more.

The new website has a prominent "Button" to an upgraded donation page. We also understand that the new database has the potential for interacting with email, which may be a useful tool for development.

14-31 Treasurer's Report: Ben Guaraldi reported that monthly meeting and individual giving are doing well -both are at slightly higher percentages than last year at this time. Our reserves are currently \$300K which equals 4-5 months of expenses. When we approved the extra expenditure of \$20,000 for a new database (PB Minute 13-125), we requested that this expenditure be amortized over 5 years. Ben informs us that Finance Committee has concerns about this plan. Ben will explore possibilities, season them with Finance Committee and C&A, and will report again at our August meeting. Customization of the database is proceeding and is expected to come in close to the original budget. Not included in that budget was training expenses, which will be another \$4K, in FY 2014.

Ben also reported that, due to health concerns, Maria Lamberto has stepped down as co-clerk of Finance Committee. Muriel Farrar, formerly the co-clerk, is now the clerk of the committee.

14-32 Finance Committee: For the Finance Committee, clerk Muriel Farrar reported on their work to discern a budget for FY 2015, attempting to balance our current fiscal condition with a vision for the future and a reluctance to make painful cuts. Where is the path of fiscal responsibility in such times?

Their first attempt yielded a budget with a \$70K deficit but did not fulfill the urgent needs identified in the Priorities Process Budget. With those needs addressed, the second attempt had a \$100K deficit. Budget C, with a \$60K deficit was presented with some reluctance and a lack of unity on the part of Finance Committee. Budget C required cuts to recruiting expenses, Quaker Youth Education Committee, and a significant cut in benevolences (FGC, FUM, FWCC). While some Friends were concerned about this we heard that YM contributions form a relatively small percentage of these organizations' budgets, and that even while reduced, our contributions are in line with donations from Philadelphia and New York Yearly Meetings. We were reminded that PB is not required to approve the budget, but to act as a discernment body to assist future considerations.

As we began our discernment, the clerk reminded us that God's work doesn't fare well in an environment of fear, and charged us to work lovingly, patiently, and deeply.

We heard concerns about the ethics of deficit spending, one Friend voicing the opinion that reserves should only be used in an emergency. Other voices pointed to an overall decline in MM attendance, and to the lack of a visible plan to move away from deficit spending: how will we increase MM donations?

Other Friends focused on a sense of movement in the YM, and their desire to support that movement. "Can we be a Society of Joy and Growth?" Admitting the discomfort of continued deficits, we heard a reluctance to make cuts which would lessen the infrastructure which supports growth, our integrity, and our public face (website and publications).

The treasurer informed us that while some of the details are different, the overall numbers are in line with the 5 year financial plan PB approved last year which allows for a period of drawing from our reserves while we grow our capacity for financial sustainability.

We closed with prayers for the Finance Committee as it continues its discernment, and for the whole of the YM.

14-33 Good Governance of Friend Camp: Jeremiah Dickinson spoke on behalf of a the ad hoc committee on the Good Governance of Friends Camp, whose members include Nat Shed, Carolyn Stone, Mary Knowlton, Philip Stone, James Grumbach, and Christopher McCandless, who have been considering the governance of Friends Camp, with a concern for its fiscal and spiritual health. (See also PB Minutes 12-108, 13-32, 13-54, 13-98, and 14-21).

Their work was based on our experience with the Friends Home, and an awareness of the need to better understand and protect against liabilities, both for child safety and property conservation. Jeremiah pointed out that good governance requires roles and skills which are more like a board than a committee.

They presented, for our consideration, an extensive document (see advance docs) which details all aspects of the governance of the camp including the appointment of the oversight body (board or committee).

While the current structure is defined by the Purpose and Procedures of the Friends Camp (p.115, 2011 Minute Book), Jeremiah pointed to some of the important changes they are proposing:

- Establishment of a supervisor, similar to the position which exists for the YM Secretary
- Add definition to the relationship between the Camp Director and the YM Secretary
- Change the nominating process: the body would be appointed by a “Friends Camp Nominating Committee” and might include up to 1/3 non-Quakers.
- Bring the budget within the YM budget. Since the camp is really a part of the YM, it should be reflected in the structure. Finance Committee would review and approve it for incorporation in the YM budget.
- Regular review by an outside organization every 3 years (ACA) and by an ad-hoc Friends Camp Review Committee every 5 years.

Friends endorsed the direction of this work and thanked the committee for its thorough and detailed work. We approved the nominating process, and ask them to consult with Personnel Committee, Finance Committee, and Legal Counsel about remaining concerns.

14-34 Relationships with Monthly Meetings: Noah presented an idea for a structure to support monthly meeting visitation. He had discussed the possibility with the PB Intervisitation working group. He is offering a modest amount of staff time, likely from Kathleen Wooten, to coordinate volunteers. We find that some of the impediments to our travel include discerning where to go, and what to say when we get there. The staff coordinator, in cooperation with Noah and Beth Collea, would prepare a list of the meetings most deserving of our attention, and assemble a list of willing visitors from PB and Finance Committees. The coordinator would also gather support materials including a “cheat sheet” with talking points for the visitor, and the rack card that the Development Committee is preparing which illuminates many of the programs, opportunities, and supports the YM offers. The coordinator would then contact visitors, likely in pairs, with specific requests for meeting to be visited, contact information, and supporting documents. The working group agrees that this support would remove some of the questions and add to the impetus of this program.

Jeremiah Dickinson, Deanna Chase, Susannah Schell, Travis Belcher, and Bruce Neumann offered to be on the visitor list.

Friends were generally supportive of the idea, but reminded us that our language too easily separates the YM from the Monthly Meetings. A useful image is that of the YM as a family – can we be issuing invitations to greater participation?

14-35 Friends School of Portland Request: Jenny Rowe, Head of the Portland Friends School, briefed us on the history of the school and its current building plan. Facing the end of their lease on the current property, the school has purchased property nearby, with

the intention of building a new “Net Zero” (burns no fossil fuels) building. Fundraising is going very well, with loans and bank financing in place to cover the balance. Jenny came to us requesting a loan for one missing piece: \$350K for a bridge loan through the construction period, and 10 months beyond. The loan would be repaid at 5% interest, after 21 months, or perhaps with an offer to beginning payments after 15 months. Interest-only payments would be made in the interim. The amount would not be expected to be used for construction, but is a cash reserve required by the lending bank. Jenny pointed out that in the interest of keeping costs down, they hope to start construction in July or August, but must have the financing and bridge loan in place in order to start. Friends were excited about the project and supportive of developments in Friends education, but recognize that we are not the best group in NEYM to consider the use of our investment funds. We **approved** the following minute:

We are excited about the continuing growth of the Friends School of Portland, and their impending building project. We clearly do not have the funds available in NEYM reserves, nor does Permanent Board feel equipped to evaluate the risks of this loan. We encourage the Board of Managers to consider investing \$350k in the Friends School of Portland building program, if they find it an acceptable investment.

14-36 Memorial Minutes: We considered the Memorial Minutes we heard in opening worship. We **approved** forwarding the memorial minutes for John Carey, Alanna Connors, Gordon Harris, Eleanor Plank, and Mary Ann Snieckus. The clerk reminded us that we had previously approved a Minute for Andy Towl. Allan Kohrman and (in absentia) Patsy Shotwell offered to serve as an editing committee, to prepare the Minutes for reading and publication at Sessions. The Presiding Clerk recommended adding one of the reading clerks, either Susan Davies or Andrew Grannel, since they are the Friends who read these minutes at Sessions. Friends **approved** this committee.

14-37 Legacy Discernment Committee: Suzanna Schell gave a brief update on the work of this committee. Following their substantive recommendations at our February Meeting, they have been discerning further details about the timeline, Policies and Procedures, and the nominating procedure. They expect to bring a final proposal to our August 2 meeting. A member of Finance Committee suggested it might be useful for that committee to be consulted about the expected accounting procedures.

14-38 Purposes and Procedures: We considered the Purposes and Procedures which had been submitted by the various committees (see Advance Docs) as part of a regular triennial review. One Friend had some concerns about language in the FWCC P&P, and would like the chance to discuss this with them. Another was uncomfortable with some changes in the Finance Committee document. Several Friends voiced concerns about the process of committees writing their own P&P, noting a lack of accountability, weight, and meaning. Should the committees receive their charge from the YM/PB? We heard that the Structural Review Committee has had similar discussions.

We **approved** forwarding all but the FWCC and Finance Committee P&P's to Sessions, and will expect revised versions of those at our Aug. 2 meeting.

14-39 Youth Programs: Jackie Stillwell presented a new Purpose and Procedures for a Youth Ministries Committee developed in cooperation with Youth Program Staff, and with Susan Davies and Sarah Gant. This group was appointed (See PB Minute 13-123) to consider the evolving needs of the Youth Programs, in particular since the Staff restructure which names the YM Secretary, not the Youth Programs Committee, as supervisor to the YP staff. In addition to changing the name from Youth Programs to Youth Ministries to more accurately name the scope of their concern, Jackie pointed out that the new group will need to think and act as trustees, considering less the details of specific events, and more the overall character and direction of the program. Friends **approved** forwarding this P&P to sessions.

14-40 Personnel Committee: Edward Baker presented several pieces of their work for our consideration.

- Personnel Committee, in accord with recommendations from Noah, has approved a few changes in Staff job descriptions, including changes to job titles: leaving out the word “retreat,” we now have a JYM and JHYM Coordinator; expanding the job description, we now have a Religious Education and Outreach Coordinator; and reducing the role for office management, we now have a Communications Director. Note that PB is not required to approve these changes.
- Coordinating and Advisory Committee has completed its performance appraisal for Noah, and recommends his continuing employment, as does the Personnel Committee. Friends **approved** forwarding this recommendation to Sessions.
- Edward presented several changes to Noah’s job description, primarily in clarifying his role in financial areas, including preparing the staff budget, preparing Sessions budget in collaboration with Sessions Committee, and increased participation with Development. Friends approved these changes.

14-41 Clerk’s Nominating: Allan Kehrman presented proposed names for the Clerk’s Table for YM Sessions 2015.

Presiding Clerk: Jacqueline Stillwell
Rising Clerk: Fritz Weiss
Recording Clerk: Will Taber
Recording Clerk: Rachel Walker Cogbill
Reading Clerk: Susan Davies
Reading Clerk: Andrew Grannel

With affection for those named and respect for the process, Jackie Stillwell noted that she will miss the presence of youthful energy at the Table. Friends **approved** forwarding these names to Sessions.

14-42 Yearly Meeting Nominating: Christopher McCandless presented names for positions whose tenure starts before Sessions and require early approval:

Friends United Meeting General Board

- Ann Dodd-Collins (Winthrop Center) Class of 2017
- Ken Haase (Beacon Hill) Class of 2017
- Leslie Manning (Durham) Class of 2017

Representatives to the June 2014 FUM Triennial

- Leslie Manning (Durham) Class of 2017
- Ann Dodd-collins (Winthrop Center) Class of 2017
- Ken Haase (Beacon Hill) Class of 2017
- Marian Baker (Weare) Class of 2017
- Ann Armstrong (Acton) Class of 2017

Moses Brown School Board

- Michael McGuigan (Providence) Class of 2017
- Liesa Stramm (Hartford) Class of 2017

Friends **approved** these nominations. Note that some of these names for the FUM triennial replace Friends appointed at Sessions who have since found they are unable to travel.

14-43 Internal Nominating: Donn Weinholtz brought the name of Richard Ristow (Providence) for YM Nominating at-large, class of 2017. Friends **approved**.

14-44 Friends Association for Higher Education (FAHE): Donn Weinholtz brought a proposal that NEYM establish affiliation with the FAHE, an organization which works towards greater communication amongst the various Quaker institutions of Higher Education. Donn, as Quaker and a member of the University of Hartford faculty, is a member himself. Affiliation as a YM offers opportunities for sharing epistles, links on respective websites, and exhibits at Sessions and generally improved communication with other institutions. We understand that there is no financial commitment involved. We **approved** establishing the affiliation, and uphold Donn in his role as member, observing that we have an on-going responsibility to periodic evaluation of the vitality of such connections.

14-45 Travel Minute: The clerk presented a Travel Minute (see advance docs) for travel to Kenya by Margaret Benefiel, who was invited back after a previous trip. Friends **approved** the clerk endorsing this minute.

14-46 Closing Worship: We closed in worship with prayers for the Friends from Oxford Hills Monthly Meeting, after hearing that Falmouth Quarter has laid down that Meeting.

Holly Baldwin, Clerk
Bruce Neumann, Recording Clerk

Development Report to Permanent Board
August 2, 2014
Sara Smith, clerk of Development

Quickly recapping last years (2013) giving: We had an initial individual giving goal of \$97,000. We raised \$126,718 from individuals, which was 131% of our goal. Of course, this was also used in filling the challenge part of the budget for that year.

For this year (2014) we set a goal of \$110,000 for individual giving. As of a few days ago, we had raised \$78,864 through our more traditional ways of giving. With the prominent placement of Equalization in the registration, we raised an additional \$10,000 (Approximately- more may be coming.). We do have a faithful and consistent donor from whom we have not received an annual gift who usually gives a substantial gift in the early fall. That amount is not included. We have now raised at least 80% of our goal. At this time last year we were at 43% of our goal. That puts us at 38 percentage points above this time last year. Even without one large "encouragement gift" or extra equalization we would have been at 51% of our goal. Yes, overall giving has improved. Yes, we still need to encourage everyone to give what he or she is able to in order to make our goal, and then, hopefully, fill in the gap of deficit spending.

One consideration in looking at these numbers is: What does it mean when people give to equalization rather than the unrestricted general fund? If you want to consider this change in giving relative to the big picture of the Yearly Meeting budget consider this: If more people give to equalization rather than as unrestricted donations, it means that less of the general budget donations need to be used to cover sessions expenses. In other words, it does equal out in the end.

Included in this picture is the 28% increase in Give Monthly donations this year. We have not been working on this lately because we are waiting for the Salesforce module, that we will need to switch monthly donors over to, which will come on line in September/October. We plan on contacting those donors in September and to start encouraging others to become Give Monthly donors.

We are still encouraging Yearly Meeting committees to try to have 100% of their members giving. Some committees are approaching that and may have met that figure.

We have scheduled a weekend retreat with Jennie Isbell in October to improve our development strategies.

We are full of hope and faith, that this all comes together eventually!

New England Yearly Meeting of Friends Friends Camp Governance Guidelines as of June 16, 2014

The New England Yearly Meeting of Friends has oversight and fiscal responsibility of Friends Camp in these areas:

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

Friends Camp Committee

Friends Camp Committee is a committee of New England Yearly Meeting.

The Friends Camp Committee is not the final governing body for the operation of Friends Camp. The Friends Camp Committee's duties and responsibilities are shared with the Permanent Board, the Yearly Meeting Sessions and, on a limited basis, the Yearly Meeting Secretary. These shared responsibilities are outlined in the Yearly Meeting oversight section of this document. All other duties and responsibilities of the Friends Camp Committee are outlined below. The Friends Camp Committee will conduct business in the manner and practice of Friends. As guidelines for their process and their discernment of policy, the Friends Camp Committee will use the Faith and Practice of New England Yearly Meeting of Friends, the NEYM Personnel Policy Manual, the governance publications of the Friends Council of Education, and other related publications.

Nominating Committee for the Friends Camp Committee

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

When making appointments to the Friends Camp Committee, the new Yearly Meeting Nominating Committee for Friends Camp will seek members who have experience and skills in finance,

development, property management, personnel, business/not-for-profit leadership, education, accounting, law, youth services, and Quaker service and process.

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

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

Camp Committee Membership & Terms

The number of Friends Camp Committee members shall be at least seven and no more than fifteen. At least two-thirds of the members of the Friends Camp Committee shall be members or active attendees of a Friends Meeting in New England. Each Friends Camp Committee member shall serve for a term of three years and shall be able to serve for up to three terms, for a total of nine years. The terms shall be organized into classes of up to five members, so that one-third of the Friends Camp Committee is appointed or reappointed each year. A Friends Camp Committee member who has missed three or more consecutive committee meetings may be asked by the Clerk to resign. As needed, the Camp Director and/or the Yearly Meeting Secretary may serve as ex-officio members of the Friends Camp Nominating Committee. Any Friends Camp Committee member may resign at any time by giving notice of resignation to the Clerk or to the Recording Clerk. The Nominating Committee will also receive notice of any resignations.

Friends Camp Committee member vacancies may be filled and approved at any time by the new Yearly Meeting Nominating Committee for Friends Camp. Friends Camp Committee Members who are given a midyear appointment will be assigned by the Recording Clerk to one of the three classes and will serve their first Friends Camp Committee term for one, two, or three years, based on openings in one of the three classes.

The Governance Practices of the Friends Camp Committee

The key areas of responsibility for the Friends Camp Committee are: the supervision and evaluation of the Camp Director; ensuring that the duties and responsibilities outlined in the committee position descriptions and the committee descriptions are carried out effectively to promote the mission and objectives of Friends Camp. The Friends Camp Committee shall have the responsibility and authority to define the vision, values, and the short and long term objectives of Friends Camp. It will be the responsibility of the Camp Director to define and implement the tasks and actions needed to accomplish the objectives that have been outlined by the Friends Camp Committee.

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

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

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

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

for any of the committee sub-committee meetings will be at least two participants.

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

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

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

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

The Friends Camp Committee shall approve an annual operating budget and a capital budget that will be forwarded to the NEYM Finance Committee to be included as part of the annual Yearly Meeting budget presented at the Permanent Board meeting in May and will be forwarded to the New England Yearly Meeting of Friends annual sessions for approval. The Friends Camp Committee and the Camp Director are empowered to make needed budgetary adjustments during the fiscal year, as long as these changes are described in the year-end financial statement reports. The annual financial statements will be distributed to the Friends Camp Committee, the Yearly Meeting Finance Committee, the Yearly Meeting Secretary, the Yearly Meeting Accounts Manager, the Permanent Board, and the New England Yearly Meeting Sessions.

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

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

Statement of Nondiscrimination

New England Yearly Meeting of Friends, Doing Business As Friends Camp will not discriminate in appointment of employees, committee members and volunteers on the basis of race, ethnicity, age, gender, gender identification, sexual orientation, disability, or national origin; however, preference will be given to members of the Religious Society of Friends.

Professional Leadership

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

Personnel Committee.

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

Hiring & Evaluating the Camp Director

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

An annual evaluation of the Camp Director shall be implemented and facilitated by the Friends Camp Personnel Committee as described below. The Camp Director is hired and rehired at the New England Yearly Meeting Sessions and works on a yearly contract that starts on October 1st and ends on September 30th. Retaining a successful Camp Director has several components: Regular supervision meetings, annual evaluations based on the implementation of the Camp Committee's goals, and fulfillment of the mission of Friends Camp, opportunities for spiritual retreats and sabbaticals, standard vacation time and comp time off for working weekends/holidays and salary and benefits that are based on experience, leadership, years of service, and are in-line with similar salaries for not-for-profit religious camps with comparable budget and staff.

Friends Camp Committee

The Friends Camp Committee shall have a Clerk, an Assistant Clerk, a Recording Clerk, a Supervisor of the Director, Clerk of Buildings & Grounds, and a Treasurer. These positions will make up the Executive Council. Any committee member may hold two or more of the committee positions, except the Clerk, who may not also be the Assistant Clerk or the Treasurer.

Executive Council

The Executive Council has six members: the Clerk, Assistant Clerk, Recording Clerk, Director Supervisor, Treasurer, and the Clerk of the Building & Grounds Committee. The Executive Council can conduct business on the phone, on the internet, or face-to-face, if at least four of the six members are able to participate in the meeting. As needed and between Friends Camp Committee Meetings, the Executive Council may set important and time-sensitive policies in the areas of personnel, safety and finance.

(Note from Nat – The Appendix's 2, 3 and 4 should not be part of the minute to YM Sessions)

Appendix 1:

Relationship of Camp Director to the Yearly Meeting Secretary and to the Yearly Meeting: *(These items can be added to the Camp Director's Job Description)*

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

Relationship of Yearly Meeting Secretary to Camp Director and to Camp Committee: *(These items can be added to the YM Secretary's Job Description)*

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

Appendix 2: Friends Camp Committee – Volunteer Portfolio Descriptions

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

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

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

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

- Have charge of such books, documents, and papers as the Friends Camp Board may determine;
- Keep, or cause to be kept, a true and complete record of the meetings of the Friends Camp Committee;
- Give, or cause to be given, notice of all committee meetings;
- Keep, or cause to be kept, a record containing the names of all persons who are members of the Friends Camp Committee, showing their names, places of residence, and contact information.

Some additional duties may include:

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

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

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

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

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

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

- Will hold two or more Buildings & Grounds Sub-Committee meetings each year;
- Regularly communicate with the Camp Director and, when needed, the Maintenance Director;
- Recruit non-Camp Committee members to join the Buildings & Grounds Sub-Committee.

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

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

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

Finance and Development Sub-Committee:

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

Personnel Sub-Committee:

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

Building and Grounds Sub-Committee:

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

Health and Safety Sub-Committee:

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

Program and Evaluation Sub-Committee

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

Appendix 4

Mission

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

Friends Camp Objectives

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

To: Permanent Board meeting August 2, 2014

From: Publications and Communications Committee

Request to use the Faith and Practice Board-Designated Fund for publication of the *Interim Faith and Practice*

We recognize that some Friends may consider it hasty that we have moved forward with preparing this *Interim Faith and Practice* before receiving the funds with which to do so. We felt having the *Interim Faith and Practice* available at Sessions this year would meet a clearly felt need among meetings and individuals. Way opened for us to do this work in the spring, and we have been moving quickly since then. We appreciate the consideration and discernment of Permanent Board and hope that the Board receives this request in the loving spirit in which it is made.

Purpose of the request: To fund the design, printing, and distribution of the *Interim Faith and Practice*. During business meeting at Sessions last year, several Friends expressed a wish for a printed document that could be easily used and referred to by meetings and individuals that contained all of the Faith and Practice material that has been granted preliminary approval so far. We have such a document ready at Sessions this year, and will provide each meeting and worship group in the Yearly Meeting with a copy for their library and a copy for their clerk (if applicable). These copies will be provided free of charge. Additional copies can be purchased for use by individuals or meetings.

Amount requested: \$9147.34 to cover the cost of designing and printing the *Interim Faith and Practice*. Total costs are \$10347.34. We have already received a commitment from the Mosher Book and Tract Fund to provide \$1200. We will request additional funding from the Obadiah Brown fund to contribute to the design and printing costs, but such a request will not be considered until September.

From what fund: *Faith and Practice* Revision Board-Designated Fund (3620), whose current balance is around \$40,000.

Timeframe: Immediate. This was not an expense planned for in the FY2014 annual budget, and if we do not use funds from the Board-Designated fund and other sources, we will be faced with a potential overrun of the annual budget.

What the guidelines of the fund are: The fund was initially designated by Permanent Board to cover the costs of printing *Faith & Practice*. Since these funds were set aside in the 1980s, changes in desktop publishing & printing technology have changed the way books are printed, meaning that the costs of printing the new final F&P in future years may be significantly reduced. In the past, this fund has also been used to support activities that, while not directly related to the design, printing, and binding of a final revision, are integral to the work of the Faith and Practice Revision Committee. Permanent Board last authorized the use of this fund in 1999 to scan the 1985 F&P in preparation for the current revision.

What committees have approved the use of the funds: Publications and Communications and *Faith and Practice* Revision Committees have both minuted support for the use of these funds (see minutes below):

Publications and Communications Committee: 2014-6-2. We approved requesting Permanent Board release money from the Board-Designated F&P Revision Fund to cover the remaining costs of publishing the interim document, with the understanding that some of this money would be replenished by sales of individual copies of the Interim Faith and Practice.

Faith and Practice Revision Committee: 2014-6-3. Interim Faith and Practice Funding.

Clerk announced that the Publications and Communications Committee would be asking the Permanent Board to release funds for printing the Interim F&P from the Board-Designated F&P Revision Fund. We approve supporting this request.

Whether the revenue from the sales of the copies of F&P go back to the fund, or elsewhere: Revenue from the sold copies of the *Interim Faith and Practice* (\$10 per copy sold at Sessions) would be returned to the F&P Board-Designated Fund.