

## Permanent Board Meeting

May 9, 2015

[Storrs Friends Meeting, Storrs, CT](#)

9:00 Gather for Fellowship

### 9:30 Opening worship

10:00 Meeting for worship with attention to business begins:

***Bold indicates items being seasoned for Sessions and the Advance Documents***

1. Roll Call
2. Minutes from February ([attachment](#))
3. PB at Sessions (Announcements)
4. YM Presiding Clerk's report (oral)
5. YM Secretary's report ([attachment](#))
6. Supervisor to the YM Secretary (oral)
7. **Recommendation from the Archives Committee** ([attached](#))
8. Treasurer's Report ([attached](#))  
*Please note that the Treasurer will not be present. Send questions in advance to [treasurer@neym.org](mailto:treasurer@neym.org)*
9. **Finance Committee: FY16 Draft Budget** ([attached](#))
10. Request from Board of Managers of the Permanent Funds ([attached](#))
11. **Long Term Financial Planning Committee** ([Two reports attached](#))
12. **Structural Review Committee** ([attached](#))
13. **Recommendations on the Student Loan Fund** ([attached](#))
14. **Recommendation on NEYM Public Statements** ([attached](#))
15. Plans for the John Kellam minute and child safety at Sessions (update)
16. Internal Nominating Committee ([attached](#))
17. Clerk's Nominating Committee (brief report)
18. Yearly Meeting Nominating Committee (brief report)
19. Puente de Amigos ([attached](#))
20. Travel Minute: Northwest Quarter: Sheila Garrett ([attached](#))
21. Development Committee (oral)
22. Update from Good Governance of Friends Camp (oral, if time allows)
23. Request from Belfast Area Friends Meeting (if time allows) ([attached](#))

***Time TBA: Closing worship***

### **Upcoming Meetings:**

August 1, 2015, Castleton College, Castleton, VT

*Agenda items and reports due: Friday, July 17*

To: NEYM Permanent Board, meeting on 5/9/2015  
From: Noah Baker Merrill, Yearly Meeting Secretary

Dear Friends,

Spring has finally come to New England. Much of my work in the last two and half months since our last meeting is reflected in other agenda items or reports before us for our May 9 meeting – Long Term Financial Planning, Archives, Grants & Budget Overruns, Time-Sensitive Public Statements, and more. I have limited this report to focusing on those items not being addressed through other documents for our meeting. I hope these brief updates give you a sense of the richness and variety of relationship and ministry in our communities of Friends in this exciting time.

**Auction of “The Bloody Tenent of Persecution, For Cause of Conscience”**

I am pleased to report that with the assistance of Edward Baker and Ben Guaraldi, on April 23 I delivered the Bloody Tenent to Sotheby’s in New York City. The trip was memorable, but without incident. Pursuant to Permanent Board’s authorization at our last meeting, I signed the contract on behalf of NEYM and the book will be placed in a June 17 sale focusing on early Americana. The book will be offered in promotional materials at the starting price of \$100,000 to \$150,000.

**“Revolution In the Air” – Visits Among Friends in Maine**

Over the course of an eight-day trip in early March, I made 28 visits with Friends in Vassalboro and Falmouth Quarterly Meetings. These included Sunday visits with Acadia (Bar Harbor, ME) and Winthrop Center (Winthrop, ME) meetings (I brought the message at Winthrop Center, a pastoral meeting), and weekday visits with Friends from Belfast, Vassalboro, Orono, Midcoast, Portland and Durham Monthly Meetings. I met with large and small groups, and visited some individual Friends, including long-serving leaders in our yearly meeting, a newly-arrived pastor, Friends in local leadership roles, and Friends no longer able to travel but keenly interested in the wider life of the Quaker movement. The welcome and hospitality provided by Friends in Maine was inspiring and nourishing. I was accompanied at times by Kathleen Wooten, Susan Davies and Honor Woodrow, and encouraged by a brief time with Kristna Evans and Leslie Mannig at the newly formed *Friends Community of New England* in Bath, Maine.

Following these visits, I felt blessed to be forwarded an email sent by a longtime Friend who is a local leader in Vassalboro Quarter inviting other Maine Quakers to attend a listening session organized by Honor Woodrow (Framingham, MA) and David Cadbury (Midcoast, ME) of the Structural Review Committee. This meeting also brought members of Eggemoggin Reach and Narramissic Valley Monthly Meetings who had been unable to participate in events I attended the

week prior. Several Friends drove over two hours to attend this “local” listening session. In the email, the Friend shared her excitement about our time together that week, and continued with the words:

*“There is a revolution in the air. NEYM staff and representatives want to truly be one with us in the larger Friends family.”*

I think this is a small but real sign of how much these visits matter.

### **Friends World Committee for Consultation Section Meeting in Mexico City**

Along with 13 other Friends from New England, in March I attended the biannual meeting of Friends in the Americas on a high hilltop at the edge of the Valley of Mexico. New England Friends were by far the best-represented yearly meeting at the gathering. Friends from New England serve in key leadership roles in the Section, and share gifts in ministry throughout the hemisphere, from the Arctic to the Andes. For example, Benigno Sanchez-Eppler (Northampton, MA) is the new Clerk of the Executive Committee, on which Dorothy Grannell (Portland, ME) also serves. Jonathan Vogel-Borne (Cambridge, MA) is serving as Clerk of Finance for FWCC, and Betsy Cazden (Providence, RI) serves as clerk of the Central Executive Committee at the World level. After helping shepherd the creation, presentation and approval of the new strategic plan for FWCC, I am grateful to have concluded my service on the Executive Committee in March.

A story from the gathering that bears repeating:

New England Friends brought copies of the NEYM-translated *jugar llenos de fe/Faith & Play* curriculum to Mexico City. All Latin American yearly meetings were notified that if they sent representatives, each representative would receive a copy of the curriculum and a training in the Faith & Play approach to children’s religious education led by Religious Education & Outreach Coordinator Beth Collea and Caryl Menkhus-Cresswell of Northwest Yearly Meeting. Because of the content of the training, many Latin American yearly meetings sent women as representatives, resulting in the unexpected blessing that a much higher percentage of women leaders from Latin America were present to participate in the discernment about the new strategic plan than had been present at such meetings in the past. I understand that Beth and Caryl have several invitations to continue to travel to offer trainings using *jugar llenos de fe*. With the support of Puente de Amigos and FWCC Committees in New England, and with additional help from FWCC Americas and other yearly meetings, the ministry continues to spread and enliven our Latin American Friends.

## **2015 Pastoral Meetings Gathering**

You may know that each spring I work with the general secretary of New York Yearly Meeting to organize a gathering for Friends from pastoral meetings in both yearly meetings. This year's gathering in April was well attended by New England Friends, including by Janice Beattie, the pastor of Windham Friends Church (Falmouth Quarter), which has not sent a representative in many years. It was a rich time of learning, challenge and growth facilitated by Deborah Suess, pastor of First Friends Meeting of Greensboro, NC in North Carolina Yearly Meeting (FUM). Debbie Humphries (Hartford, CT) and Kathleen Wooten (Amesbury, MA) attended as representatives of NEYM Ministry & Counsel. I was particularly encouraged by the plans coming out of the gathering to organize regional/quarterly meeting support and connections for pastoral meetings, sharing skills and experience to strengthen and enliven the pastoral tradition in our yearly meeting.

## **We (Still) Need a Treasurer**

We now have just three months until our current Treasurer concludes his service, and we remain without a rising Treasurer or Assistant Treasurer.

As I mentioned in my report in February, Finance Committee has been working hard on this task for more than a year without success. This essential volunteer leadership role has been pivotal in our work since I began serving as Secretary, and I am concerned that without a well-qualified Friend who is a good fit in this role, and who has sufficient time to learn the complicated tasks the position requires, the weight of these significant responsibilities could fall through the cracks, further burdening overextended staff and losing the important oversight and reporting functions the Treasurer provides. I hope we will make supporting Finance Committee in identifying someone to serve in this position a priority.

## **Update on Grant Proposals**

- Following PB approval in February, on April 15 Beth Collea and I submitted a grant to Obadiah Brown's Benevolent Fund to support graphic design and printing for outreach materials and a conference on "outreach and vital meetings" to be held in New England in the spring of 2016.
- Christopher Sammond of New York Yearly Meeting and I submitted an initial letter of inquiry to the trustees of the Shoemaker Fund on April 15 for a joint multi-year project to foster vibrant local meetings through responding to the needs of Friends throughout the cycle of our lives. The trustees will meet to discuss our proposal in May, and we expect to hear soon after whether we will be invited to work with them to develop a full proposal in the coming months.

## **Proposal to Explore Creating By-Laws for NEYM**

Our general counsel recently encouraged me to raise with the Permanent Board the possibility that NEYM might create a simple set of by-laws for the organization that would be distinct from our Faith & Practice, which currently serves this purpose in the eyes of the law in the absence of such a document. Notably absent from F&P are several provisions that have become ubiquitous in non-profit organizations since NEYM was incorporated, such as a list of official officers and a conflict of interest policy. The lack of some of these key provisions was highlighted most recently as we sought to secure tax-exempt status for a small parcel of land recently added to the Friends Camp property in Maine. The town requested a copy of our conflict of interest policy, and was surprised to learn that we did not have one.

If Permanent Board were supportive, I would ask that one or two Friends might work with me and with our general counsel to develop a brief set of proposed by-laws that could be brought back to PB for consideration and possible adoption either by PB or by Sessions. Much has changed in non-profit governance since NEYM was first incorporated, and our general counsel and I believe it would be wise for us to have in place a small by-laws document that could address these kinds of concerns. The work of updating and refreshing our administrative and governance systems and supports continues.

## **Requests from Local Meetings**

Below are two of several recent examples of the kinds of requests I am increasingly receiving from our local meetings. I will also share a brief oral report on recent support I have been providing to a local meeting on a more sensitive matter.

- **Belfast Monthly Meeting request for support with a new sign**  
I received a letter from the clerk of Belfast Friends Meeting requesting financial support from the Yearly Meeting as they seek to erect a new sign to welcome newcomers to their small but growing meeting. The letter itself is posted separately in the advance documents.
- **Mattapoisett Monthly Meeting for guidance on property decision**  
Rebecca Leuchak, Shearman Taber and I visited Mattapoisett Meeting on March 23. It was a warm and fruitful meeting with Friends and a representative of the town, and I think we were able to provide some helpful clarification regarding the role of PB in relation to the local meetings, and what support and services were available to Mattapoisett Friends. It was also a great opportunity to share what I believe is the foundational message for our local meetings to hear, which is, “You are not alone.”

Since then, I have consulted with our general counsel regarding Mattapoisett's questions about the historical preservation agreement the town has offered to the meeting for their renovations, and followed up by phone as needed with the clerk. I will continue to provide support as needed. The town expects to be able to offer an agreement to the meeting on May 11, at which time we will ask that it be reviewed by counsel to advise the meeting on its provisions.

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## **Proposal to Permanent Board**

from the Archives and Historical Records Committee

May 9, 2015

### **Relocation of the NEYM Archives**

**Purpose:** To find a new home for the Yearly Meeting Archive in a repository that can keep the records physically safe and make them significantly more accessible both on location and digitally.

**Background:** Since 1970, the NEYM Archives have been hosted by the Rhode Island Historical Society (RIHS) in Providence. Due to NEYM's funding constraints and RIHS's space constraints, facility deficits, and the lack of accessibility, the Archive Committee feels it is necessary to find a new home for the collection.

**Action request:** After significant groundwork and investigation, the Archives Committee sent Requests For Proposals to twelve institutions and received five full responses. The Committee compared the proposals and narrowed the list to three to consider more closely. Visits were made to all three and then due consideration was given to which would best serve this important collection.

After much thought and discussion several areas of concern emerged as more weighty than others. Many of these we grouped together: how easy would it be for Friends to get to the facility and use the materials (this includes issues such as parking; how easy was it to get to the facility if one is handicapped in some way; is the material on-site or does the facility have to be contacted in advance; how much reference assistance do they offer or will Friends be referred to an outside service and will there be a fee; are there any other fees?); how quickly will the material be made available once they take custody of it; how will we structure an ongoing relationship; do they have a plan in place for submission of digital materials (minutes of monthly meetings, photos, and so on); do they have a digitization plan and how would our materials fit into that; how much flexibility do we and they have with ownership and copyright issues; who pays for transfer of materials from where they are now to whatever institution we select.

While no institution was perfect, what emerged from these visits was that one institution offered the best combination of answers to these (and all the other) issues: the Special Collections and University Archives (SCUA) at the W.E.B. Du Bois Library of the University of Massachusetts at Amherst. Our only area of concern with them was funding. While UMass is not as richly funded by the University or the state as one of the other institutions we visited, they have a director who actively seeks outside finding. This could present problems in the future, but the director thought that safeguards for this could be part of the negotiated agreement with NEYM. It should be noted that NEYM will need an archivist or records manager to work on what records need to be sent to the institution, manage the process of ongoing submissions to the institution, and help monthly and quarterly meetings with the process.

At this time, the Committee **recommends that the Special Collections and University Archives at the Du Bois Library of the University of Massachusetts at Amherst take physical custody of the Archives of the New England Yearly Meeting. We recommend Permanent Board have the authority to negotiate and finalize the terms and conditions of doing so.** We suggest the following path: first, Permanent Board bring our recommendation for the new home of the Archives to the 2015 Sessions for approval; second, Permanent Board bring our recommendation for Permanent Board to have the authority to negotiate and finalize the terms and conditions to 2015 Sessions for approval.

Finally, the committee hopes that Permanent Board will remember our concern that an archivist or records manager, preferably half time, be hired as soon as practical to work with and act as the bridge between UMass and our monthly and quarterly meetings to ensure proper care of Friends' records and assist meetings with the process. We understand that there are considerable financial constraints on NEYM, but hope that money can be allocated to securing the records of New England Quakers and their efforts to live in the Light.

Attachments: RFP  
Proposal of UMass

Signature: Mary Frances Angelini, Clerk  
for the Archives and Historical Records Committee

Clarence Burley  
Eileen Crosby  
Carol Forsythe  
Marilyn Manzella  
Donna McDaniel  
Brian Quirk  
Nancy Slator



# Request for Proposal: Permanent home for the Archives of New England Yearly Meeting of Friends (Quakers)

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## Introduction

The New England Yearly Meeting of Friends (NEYM) is looking for a permanent home for its Archives. This request for proposal includes a description of the contents of the Archives as well as inquiries about your institution, which will help us determine the best location for the Archives.

## **Executive Summary**

### **SCOPE AND CONTENT OF THE COLLECTION**

The Yearly Meeting Archives contains the records of the New England Yearly, Quarterly, and Monthly Meetings of Friends (Quakers). Included are some the Moses Brown School records and Quaker trusts. The dates of the records range from 1657 to the present. Most of the records are in volumes and are minutes of the business meetings of the monthly meetings, both Gurneyite and Wilburite. Some volumes contain marriage certificates, birth and death dates of members, membership lists, removals (letters allowing a member to move from one meeting to another), testimonies (beliefs and convictions), sufferings (penalties Quakers suffered for following testimonies), denials, memorials, slave manumissions, and financial transactions.

Records of the Wilburites (Conservative Friends) are also included. These Friends were followers of John Wilbur. A schism occurred in 1845 and was healed in 1945. Documents of this split and other controversies can be found in the Archives.

The NEYM Archives also has a small reference library of about 500 books. Holdings also include many pamphlets and tracts concerning all aspects of Quakerism, including doctrine, peace, slavery, biographies, and history from the eighteenth century to the present. In addition, the Archives include the personal papers and journals of notable New England Friends.

The New England Yearly Meeting will continue to contribute records of the New England Yearly Meeting, Quarterly and Monthly Meetings. For further detail refer to the 1999 Collection Policy in Appendix A.

The Archives currently correspond to approximately 600 linear feet of material.

## **RFP Process**

If you have any questions please contact: Carol Forsythe at [archives@neym.org](mailto:archives@neym.org)

### **Request response**

Date:

Send to:

### **Next Steps**

Archives Committee will review all submissions and may request to visit or to interview.

The Committee will make a recommendation to the New England Yearly Meeting, either during its annual session in August or through the Permanent Board, which

can act for the NEYM between annual Meetings. The final decision rests with the New England Yearly Meeting.

## **Brief description of NEYM**

For more than 350 years, New England Quakers have joined together to discern and carry out the work given to them by God. Today, we continue to labor in efforts that are diverse in scope but unified in the same Holy Spirit.

New England Yearly Meeting is a community of Quakers and Quaker meetings across New England. We're called a "Yearly Meeting" because we meet annually to worship together and conduct our business. We are the 5,000 members and attenders of approximately 90 Quaker meetings in our region across all six New England states, encompassing diverse ways of worship, sizes and theological perspectives. We are the committees, boards and working groups doing work on behalf of Quakers in New England — to make manifest our witness including such areas as socially responsible investing, responding to climate change, and peace witness.

## **HOW ARE THE ARCHIVES USED?**

Active Meetings continue to need to reference the Archives for current needs. For example, questions such as "What does the deed to the old burial ground say about a right of way?"

The Archives are an important resource for studying the history of the theological splits that have occurred within Friends Meetings as well as the reunifications including the unification of the two Yearly Meetings in 1945.

The Archives are used to answer current historical inquiries from both academic and family researchers. It is used for genealogical research.

The New England records have been used to study the peace testimony during times of war from the King Philip's War to the present. Not only is the early Quaker history important and necessary for research, but twentieth century material is also important as it provides information on how Quakers dealt with both World Wars. Since Quakers seek to keep their testimonies and discipline current with the demands and needs of the world, the Archives are useful for reference to older practices.

## **Our criteria for placement**

NEYM Archives Committee is looking for information from your institution regarding the following criteria in order to make a recommendation to the NEYM.

### **1. Institutional fit**

New England Yearly Meeting is seeking an institution with an appreciation of the value of the Archives. Why would your institution be interested in this collection

and an on-going relationship with New England Yearly Meeting, as the Archives continue to grow?

## **2. Deed of Gift or Deed of Loan**

Does your institution consider deeds of loan or do you only consider deeds of gift? NEYM is open to the bestowal of a deed of gift, but would like to understand if there are any other options your organization would consider.

## **3. Archival accession and deaccession policies**

- a) What are the criteria used for accessioning the Archives?
- b) What policies do you have regarding what to keep or what to deaccession?  
Can we have first call to re-acquire materials that you choose to deaccession?

## **4. On-going relationship**

- a) NEYM Archives continues to grow with annual submissions from our Monthly, Quarterly and Yearly Meetings. Given that the relationship with New England Yearly Meeting will be on going, how would you like to structure the on-going deposit of materials?
- b) The New England Yearly Meeting will continue to have a part-time archivist on staff to assist in the collection and transfer of materials. How would you prefer to structure the relationship with our archivist?

## **5. Safety of the collection**

- a) Please describe the security measures that are taken for archives within your institution. Are the materials in closed stacks? What security exists for the storage area?
- b) What are the policies for use in your reading room? Are readers permitted to photograph, photocopy or scan materials?
- c) How will the materials be stored? Will the collection be held in a climate controlled setting with reduced or minimal lighting? What are the safeguards in place for water, smoke or fire damage?
- d) How are the collections insured? In the case of water or smoke damage, are there policies regarding how the Archives would be conserved and repaired?
- e) Will you promptly notify the New England Yearly Meeting if there is a water event, fire or other disaster?

## **6. Access to the collection**

- a) Is your reading room available for use by everyone? If not, please describe the policies regarding use of the Archives, if located in your institution.
- b) Is the reading room accessible for those with disabilities?
- c) Do you provide research services to locate records and send copies upon request? If so what are the fees for such services?
- d) Do you have policies and procedures in place to manage restrictions on access that may be needed for specific types of records placed in the collection?

## **7. Intellectual access**

- a) What are your policies and practices for the cataloging of Archives such as the NEYM Archives?
- b) Please describe the way in which you provide finding aids for such a collection. Are these finding aids available online?
- c) To what level of detail do you catalog the contents of such a collection? Would your institution be able to catalog with an understanding of Friends history?
- d) Is your catalog online and accessible by the public?

## **8. Digital proxies**

- a) What is your policy/ program for digitizing material?
- b) What are the criteria you use for selecting material to digitize?
- c) How is digitized material made available to users? Is it freely available?
- d) As an institution do you partner with other institutions and companies to make content like this available? What are the terms of conditions for these arrangements? Would they in any way restrict access to the digital proxies by members of NEYM or other Friends? Would we be assured free access?
- e) Would you make digitized materials publicly available on your repository's website?
- f) Would NEYM have access and rights to use the digital images?
- g) Can you share your policy on copyright and access for digital images and associated meta-data?
- h) Do you still microfilm?

## **9. Photographs, film, tape, optical discs and other media**

- a) What is your approach to the conservation and preservation of photographs, negatives, film, tape, optical discs, and other media present in the collection?
- b) How will you provide access to materials in these formats?
- c) Some of the material in the collection has been microfilmed. Would you take stewardship of the microfilm and how would you provide access to its content?
- d) Do you accept digital material? Do you have policies about how these must be submitted?

## **10. Conservation**

- a) How does your repository prioritize materials needing conservation?
- b) Will the collection be assessed for conservation when it is placed in your repository?

## **11. Financial Considerations**

- a) What can you tell us about the long-term support and financial stability of your institution?
- b) When establishing arrangements for a deed of gift, have you worked with others to establish contract terms that would provide for the return of the

New England Yearly Meeting Archives to New England Yearly Meeting in the unlikely event that your repository would close or could no longer house our Archives?

# Proposal to house the records of the New England Yearly Meeting

UMass Amherst

Feb. 17, 2015

I am grateful to be able to propose the Department of Special Collections and University Archives at UMass Amherst (SCUA) as a future home for the records of the New England Yearly Meeting. As an historian who has worked extensively with both Quaker archives and materials relating to the history of New England, I am quite familiar with their enormous potential and would consider it one of the greatest honors of my career to provide a home for them. Jointly, creatively, SCUA and NEYM can ensure not only the preservation of these unique and uniquely valuable records, but can provide a foundation that will allow them to flourish long into the future. The legacy of Quaker thought and action in New England is profound and never needed more than today, and to have an opportunity to turn make this remarkable bit of history into an active voice for the future is something hard to turn down.

## **1. Institutional fit**

The two pillars of archival praxis in SCUA, outstanding collections and outstanding access, are fundamental elements in creating an appropriate home for the NEYM collections. The intellectual and cultural context provided by our collections and the high professional standards we employ will ensure that the NEYM records will make a robust and long-term contribution to scholarship and to future public discussions of major social issues.

In a subtle way, an archive's existing holdings create a sort of conceptual neighborhood that will shape how newly arriving collections are perceived and used. Even though digital access now dominates archival access, collections are known by the company they keep, and researchers continue to be attracted to deep and deeply interconnected archives. In many ways, researchers still rely upon the serendipity that takes place when they arrive at an archive to view one collection, but find a dozen others that relate. In developing SCUA's collections, we have consciously sought to create a neighborhood that preserves conceptual unity and integrity of vision and that will set the stage for serendipitous discovery.

To begin with, SCUA's collections center on three primary themes that in practice overlap extensively. Beginning with a focus on the histories and cultures of New England, we have branched out to collecting innovation and entrepreneurship, and most importantly, we have taken up the challenge of documenting the history and experience of social change. This last category, now our most active, may seem an unusual choice for a focal point, and from an archival perspective it is. We use the term to refer to what happens when people or organizations make

conscious efforts to better the world around them. From early on, our ideas about the subject were patterned on W.E.B. Du Bois' analysis of issues in social justice, in part because Du Bois's collection is one of the most prominent collections at UMass and in part because he is a sterling example of what we wish to document. In our reading of things, one of Du Bois' great insights was seeing that movements for social justice do not exist in isolation, but are in fact deeply intertwined. Racial justice, for example, is deeply connected to economic inequality, and the struggle for the social equality of women is linked with the struggles of people with disabilities, the working classes, the disadvantaged, and the dispossessed. To deal with any single injustice, requires understanding many others.

With this in mind, we chose to focus our archival collecting not on documenting individual social movements, but rather the connections between and among them, hoping by doing so to capture the broader context of how real and lasting change is made. Not surprisingly, this approach has led naturally -- perhaps inevitably -- to a highly integrated, highly interconnected body of material. Our collections in social change touch on a wide range of issues in the evolution of American society, from abolitionism to the peace movement, racial and economic justice to organized labor, the antinuclear movement, and anti-imperialism (to name a few). In developing these collections, we have maintained a particular interest in documenting persons or organizations involved in spiritual striving for social justice (an area I have written about as an historian).

Here we have it. The NEYM records are of course fundamentally Quaker records, and while we cannot offer the Quaker neighbors that Swarthmore or Haverford (my alma mater) can, I would suggest that the neighborhood we can offer is rife with fascinating possibilities. Here, the NEYM records would stand out for the intimate connections they have with the conjoint histories of New England and social change. The stories of William Leddra, Marmaduke Stephenson, William Robinson, and Mary Dyer, for example, or the Wilburite/Gurneyite split, are certainly national (and international) in scope, but they are also unique pieces of New England history, deeply rooted in the religious culture of our region and deeply tied to our changing cultural landscape. Situating the NEYM records in a context such as ours sets up an interesting conversation among neighbors in which the records speak profoundly to the mutual influence of Quaker thought and action on the greater culture.

Just as important as a collection's archival neighbors is the professional care brought to those collections, and here too, I believe SCUA shines. We have an exceptionally well-trained and motivated staff of eight, three of whom currently teach in the graduate archival program at Simmons College, and over the past ten years we have built a reputation in our department for innovation in archival practice and for maintaining high standards in care and description -- much of which will be discussed below. The excellent physical care we offer for archives is balanced with equal strengths in intellectual control and digital access, and we have a strong record of outreach, education, and promotion that will help the collection reach its audiences and its fullest potential. Our great strength in digital archives (and the digital humanities) is something we would like to exploit to maximize the reach of the NEYM collections.



The opportunity to partner with NEYM, as I will suggest below, is something we hope for and expect. Because I believe we share a certain set of goals and values when it comes to the historical record at the center of this RFP, a partnership with NEYM has the potential to be enormously productive for both. Our differences in background, orientation, and connections should create opportunities to bring fresh perspectives for both of us as we explore our common history and seek ways to use the power of the past for the good of the future.

## **2 Deed of gift or deed of loan**

Among the most important goals in the stewardship of archival collections is to provide for long-term stability of access for the sake of donors, scholars, and other researchers. The clearest pathway to that goal is to have the collection donated so that there are no ambiguities regarding access or physical or intellectual property, however, we are open to discussing partnerships or other custodial arrangements provided stability remains a goal.

## **3. Archival accession and deaccession policies**

UMass is unusual in our approach to accessioning and processing collections, adopting a "maximal processing" model (described below in #7) that seeks to balance speed of access with depth of description. In short, our goal is to ensure that researchers have nearly immediate access to new collections in SCUA -- once issues surrounding security and confidentiality are addressed responsibly -- without compromising the benefits of richer access and extended description.

Our collection policy shapes acquisitions in SCUA, but it does not tell the whole story. Unlike many archives, when we document an individual or organization, we make every effort to do so as thoroughly as possible: in the phrase we use, we document "whole lives and whole communities." Instead of restricting our focus to a select set of "important" materials, rejecting the rest, we focus on the integrity of the collection (and life), taking an holistic approach that privileges deeper and richer context for future researchers. It has always seemed to me a mistake, for example, to reject a scientist's personal correspondence because it does not deal directly with the academic work that drew our attention: personal and professional lives are too intertwined to make such artificial distinctions. Similarly, for many of the activists we document, it would result in a serious distortion of the record to acquire only materials relating to a single "interesting" social movement while omitting the rest: most activists we encounter seem to respond more to the connections that unite issues in social justice than they do to the distinctions that divide. By focusing on whole communities -- the people and groups with whom a person interacts -- our collections grow organically, resulting in a richly textured whole reflecting the flow of ideas and influences and revealing the ways that enduring social change is made. Like every archive, we limit the acquisition of materials outside the scope of our collection policy or that have minimal research value, but we err on the side of inclusion, not exclusion. Once we commit, we commit fully.

There are occasions where deaccessioning is the ethical choice, but in an archive where a collection policy has been carefully conceived and rigorously carried out, those occasions should be few. In my career, I have deaccessioned two collections, both of containing technical content that could not be handled properly where I worked, but that fit beautifully elsewhere, and both of which had been accepted by a predecessor primarily to prevent destruction.

Just as the collection policy guides accessioning, the deed of gift is the starting point for discussions about deaccessioning. As part of the process of donation, we ask donors to specify as clearly as possible what they wish us to do with materials that we decide not to keep during processing, and this statement applies equally to any possible deaccessioning. There are many options for how to handle such unwanted materials (destruction, return to the donor, transfer to a third party among them), but in the end, deaccessioning should be possible only if the donor provides explicit authorization. My preference is to include a statement in the deed of gift specifying that any material we reject for any reason must be returned to the donor at our expense, but the precise wording should reflect a clear agreement between donor and donee.

#### **4. On-going relationship**

Every gift is the beginning of a relationship, not the end, and with nearly every collection we accession, we hope and expect to work with the donor to "activate" it. Such partnerships offer unique opportunities for both donee and donor to work together toward our common goals of preserving and promoting the collection. In some cases, this entails little more than a willingness to add future accessions of newly-created materials (which we are of course glad to do), but partnerships with our supporters run the gamut from cooperating on processing to publicity, fundraising, applying for grants, exhibitions and websites, and digitization. Some partnerships extend well beyond the collection itself to include organizing colloquia, seminars, public talks, reunions, or other activities. The mix and intensity of what we do varies widely, but everything is on the table for discussion.

To cite one example, the most intensive of the current partnerships in SCUA centers on the papers of Mark H. McCormack, a pioneer in media and sport marketing. This massive collection weds us to the UMass School of Management and the McCormack Family Foundation with whom we jointly host activities including an annual executive-in-residence program and lecture, publications, research initiatives, an international exchange program, an oral history program, and a large-scale digitization project, and we (SCUA's archivists) have also participated in professional conferences in both history and archives to promote the McCormack collection. Other partnerships address very different audiences and activities, ranging from facilitating the acquisition of new collections to exhibiting current holdings, but in every case, the purpose of partnership is for each partner to bring their unique skills, perspectives, and connections to work jointly toward common goals.

Partnering with an archivist at NEYM is particularly appealing on several levels, however three possible points of collaboration stand out. First, having someone at the Yearly Meeting to watch

over new records as they are created and who can assist in their transfer into archival custody would be a great boon. Second, working in concert with SCUA's staff, that person would be well situated to reach out to meetings or individuals who have records they may be willing to contribute, and perhaps more importantly, can help advise meetings on best practices relating to record production and retention, not to mention electronic records, ensuring that NEYM continues to be well documented into the future. Finally, a close working partnership of this sort will be essential in planning and promotional projects and efforts to activate the collection. While UMass is capable of most of this work on its own, a colleague in NEYM would provide more than just another pair of hands, but a distinctly different, well-informed perspective that will help advance the cause for both.

## **5. Safety of the collection**

Most of SCUA's collections are housed in locked stacks adjacent to our reading room on the 25th floor of the Du Bois Library, although some are located elsewhere in the library or in an adjacent building. All can be retrieved within 15 minutes of a request. Storage areas are accessible only to SCUA staff and security is provided by a combination of direct monitoring by our staff and regular patrols by library security personnel (24 hours per day). As an added layer of security, around 3,000 linear feet of SCUA's stack space on the 25th floor is equipped with a separate alarm system that alerts campus police directly when activated. We are in the early stages of planning for a new round of renovation, to begin, perhaps, as soon as 2016, that would increase the size of this alarmed area. Given the extraordinary value of the NEYM collection, I am very much open to dedicating space in this specially-alarmed area, either before or after renovation.

SCUA's reading room is open to all persons regardless of affiliation, and there is no fee for entry or use. Like nearly all rare book and manuscript repositories, we require researchers to present photo identification upon registration and we ask they abide by a set of rules in the reading room: no one is left unattended; no pens or other potentially-damaging items are allowed; coats, hats, backpacks, briefcases, or other unnecessary items are not permitted; and food and drink are prohibited. Reading room security is provided in its most effective form: eyes on the tables. In addition to our registration desk, which is staffed during open hours, two curatorial offices overlook the reading room, ensuring that researchers are monitored closely.

Although not elegant, we have sound, basic control of temperate and humidity in our stacks, and we have very recently upgraded to a modern dual-activation, wet-pipe, fire suppression system. Our library has a well-maintained disaster plan to guide us in the event of flood, fire, or misfortune, and includes a list of individuals and companies to call as needed.

The base insurance for our collections (provided through the university's self-insurance) will provide coverage for expenses incurred in the repair or (when relevant) replacement of damaged items. Depending on the nature of the damage, some low-level conservation work can be done by our professional staff and the library's disaster management team, while larger-scale or more intensive work would be done by contracting with outside specialists like the New

England Document Conservation Center. We would of course notify NEYM immediately in the event of any event that affected the collections in any way.

## **6. Access to the collection**

Physical access to SCUA's collections is available to the public during open hours (Monday through Friday 9.30-5 during the academic year, 10-4.30 during the summer), and electronic access to digitized materials is available without charge, 24 hours per day. We are fully accessible to people with disabilities -- in fact, disability and disability rights activism is a growing focal point within our social change collections.

Assisting researchers is an integral part of our professional responsibilities in SCUA and we never charge for service. Every professional employee here -- as well as many student employees, interns, and project staff -- contributes to the work of reference and instruction, and while there are theoretical limits to how much time we can devote to individual inquiries, we leave it to the discretion of each archivist to decide how to allocate their efforts. In those very rare circumstances where the time required far exceeds the time available, we will assist researchers in locating an outside researcher to complete the work. I should stress, however, how uncommon this is: in ten years at SCUA, I recall only once or twice when our staff has had to locate outside assistance. Should the need arise, we have a deep pool of eager graduate students available through UMass's program in Public History.

Concerns over privacy and confidentiality arise frequently in SCUA collections and we have considerable experience administering restrictions. While we prefer universal open access, we recognize our obligation to protect sensitive information and we take that obligation seriously. The most common approach to preventing unwarranted exposure is to limit public access to part or all of a collection for as long a period as necessary for the sensitivity to pass. In a collection like the McCormack collection, sensitivities are typically related to client confidentiality; in the Kenneth Feinberg collection, material relating to his role in the 9/11 Victims' Compensation Fund or Agent Orange litigation is obviously sensitive; while in collections like the Clarke School for the Deaf, there are sensitivities over medical information, student records, or personnel. The approach for each is the same: locate whatever might be sensitive and sequester it until the sensitivity expires.

To administer restrictions responsibly, our archivists require clarity on two points: what is sensitive and for how long should the restriction last. We ask donors to consider these points carefully in the deed of gift and with that information in hand, we can administer the restrictions as specified.

## **7. Intellectual access**

SCUA's philosophy for providing intellectual access to its collections is encapsulated in the "maximal processing" methodology we follow. Many archives have shifted toward "minimal

processing" standards, minimizing the "unproductive" work in preserving, arranging, and describing collections in order to make them publicly available more rapidly. In contrast, we emphasize our responsibility to maximize the care we provide, within the practical limits of finance and staffing. Our goal is to do as much work as possible, not to squeak by on less, and we feel there are good reasons for doing so as I will suggest: we have ten years' experience demonstrating that high descriptive standards can coexist with rapid access.

In maximal processing, the work of creating intellectual access takes place in a three-stage, iterative process beginning with a rapid assessment of the collection upon its arrival, combined with triage work to ensure it is stable enough for mid-term storage. After this initial assessment, we prepare a thumbnail "pre-processing" description that is placed in our online catalog nearly immediately. With this, researchers are able to discover the collection and may request its use, even though the arrangement is, shall we say, less than ideal.

Next, the collection is placed in queue for "full processing," which includes thorough rehousing, arrangement, and description culminating in the preparation of an extensive finding aid that includes a context-rich background note (containing information on who is represented in the collection and the context of its creation), a narrative description of the contents of the collection, and a detailed, folder-by-folder inventory of the whole. This finding aid is marked up using the Encoded Archival Description (EAD) standard and posted to our website, linked to the thumbnail description as well as to any digital content or other resources that may be available. In keeping with the maximal approach, our finding aids tend to be longer and more detailed than those of our peers. Intentionally so: the finding aid, I have suggested, is like the Velcro of the internet. The words in the finding aid are the Velcro pad on which internet searches attach, and a more extensive, more meaningful description provides more opportunities for researchers to stick. Too often minimal descriptions fail in leaving researchers unable to evaluate whether a collection is suitable and in omitting valuable details for the sake of brevity. If a researcher cannot find the collection in the first place, it essentially does not exist.

Finally, every processed collection will be revisited by our archivists during the "post-processing" phase in which we revise the finding aid to incorporate new information or interpretations, or to reflect other changes in historiography. Over the past several years, we have revisited nearly every finding aid in SCUA, sometimes making fine adjustments, but other times doing a complete rewrite.

The end result of this cycle is a cluster of interrelated descriptions. The brief thumbnail description is linked to the full funding aid which may, when relevant, be linked to any digitized content, online exhibitions, or other resources. At each descriptive node, we hope to enhance the description as much as possible while keeping an eye on the clock, ensuring that we are in no way hindering getting the material in front of researchers. After ten years of pursuing this approach, I feel we have reason to believe we have reached a sustainable level of activity.

Our catalog(s) are available online through our website (<http://scua.library.umass.edu>) and the contents, including both thumbnails and full finding aids, are fully exposed to internet search

engines like Google. Nearly 100% of our manuscript and archival collections are described in this online catalog, while books are included both in the online catalog of the Five Colleges (UMass, Amherst, Smith, Mt. Holyoke, and Hampshire). Originally called UMarmot, our online manuscript catalog was an innovative effort to develop an easy-to-implement, low-cost, high-functioning system for institutions that could not afford proprietary alternatives or that did not have deep technological capabilities. Based on free software (WordPress), UMarmot contains brief, standardized summaries of every collection with links to other resources, and it offers flexibility in exploring those collections: depending on their level of experience and interest, researchers may search, browse alphabetically, or call up collections according to broad subject areas such as "peace," "social change," or "religion," and the whole is dynamically updated every time a new collection is added. Because complete finding aids are fully integrated, full-text searching can be very powerful indeed.

Beyond the online catalog, we have built a robust and rapidly expanding digital repository called Credo (<http://credo.library.umass.edu>). Designed to provide access to digitized content as well as to reflect the intellectual context of creation of that content, Credo currently contains over 300,000 pages of content, including the complete papers of W.E.B. Du Bois, Horace Mann Bond (Julian Bond's father), and 65-70 other collections. Here, too, we prefer to follow the maximal processing model, providing rich metadata, however we have experimented extensively with other approaches to generating high volume, high quality digital content at low cost.

Information about our collections is shared widely: our EAD finding aids are also mirrored through the collaborative Five College EAD website that UMass maintains for the consortium; catalog records for our books (and many manuscript collections) are incorporated in the national bibliographic database, OCLC. We are exploring the possibility that Credo will become a regional hub for the Digital Public Library of America, a national project to provide one-stop access to digital content around the country.

## **8. Digital proxies**

We permit researchers to take digital images of material under our care for personal or research use, provided the materials can be copied without harm to the original. Digital cameras or cellphones are generally acceptable -- without flash and with proper handling -- but scanners are not permitted. Upon request, or when items are too fragile, our staff will prepare photocopies or scans at minimal cost.

Having carried out several mass digitization projects, I can say without fear that our selection criteria are both evolving and becoming more flexible. While clearly we will prioritize materials with the highest research value or greatest potential public interest, each collection is unique intellectually and physically, and each requires some adjustment to the general protocol. In most cases when we initiate a digitization project, we digitize either the entire collection or, if the whole is too much to handle at the moment, we take on only coherent segments. In few cases do we find it appropriate to spend time dealing with scattered items, however important they may

be. As both a cost-saving measure and as a way of generating content with more meaningful context, we feel this is essential. In nearly every case, archival materials are produced by particular people in particular contexts, and viewing items scanned out of context can be like reading only a single chapter in a Russian novel: it may be interesting, but it is hardly the whole story and more likely than not, it will be confusing. We would in other words prefer to digitize an entire folder than an individual letter, or an entire series rather than a few parts. I should note, however, that whenever researchers request individual items, we do the work gladly, but we make no plans to preserve the digital copy of single, isolated items. From experience, we have found that the investment in time and resources is not worth the effort and may actually lead to further expense in the future. There are, needless to say, exceptions to the rule.

All digital content is served and preserved through our online digital repository, Credo, and is referenced through both our online catalog and through the finding aids themselves. By design, content in Credo is available to all at no charge, and we avoid serving proprietary or copyright-restricted content that would require registration or fees for access. As a result, any NEYM content added to Credo will be freely available to all Friends regardless of affiliation. For several years past, we have worked with other institutions, large and small, on mass digitization projects. Among recent projects, we partnered with the Swift River Valley Historical Society to digitize an extensive series of oral histories and approximately fifteen linear feet of official records from the "Quabbin towns" (four towns in central Massachusetts evacuated by the state to make way for the Quabbin Reservoir). Our partnership with the Hampshire Council of Governments resulted in the digitization of nearly 300 years of county-level records for what is today all of western Massachusetts, while work with the tiny town of Westhampton, Mass., led to scanning over six linear feet from their town government and Congregational church. While digitization of the Du Bois Papers and Bond Papers was accomplished with substantial grants from the National Endowment for the Humanities, the Verizon Foundation, and the National Historical Records and Public Records Commission, all of these projects were accomplished by our staff in the course of day to day business. We have done a great deal to build up our capacity for digitization, and we are enjoying the fruits.

We would gladly share copies of any digital content and associated metadata with NEYM. In most cases, a donor agreement specifies that SCUA shares a non-exclusive right to intellectual property in the collection, meaning that NEYM would retain all rights they currently enjoy, rather than cede them. Some donors prefer to retain copyright entirely, which places something of a burden on researchers, who must locate and contact the copyright holder for any request for permission to publish -- given the nature of current copyright law, this may mean that a researcher seventy years from now will need to identify a donor's heir's heir to obtain permission for a paragraph-long citation. Given that NEYM is neither difficult to identify nor going anywhere, we are happy to discuss any suitable arrangement with respect to intellectual property.

Our copyright policy is available online at <http://credo.library.umass.edu/rights.html>.

We have a small number of microfilm collections in SCUA and many more in the general library, but these are increasingly being supplanted by digital versions of the same resources. Although

the long-term future of microfilm is cloudy, the library has sufficient investment in microfilm that we foresee maintaining support for the format for the foreseeable future.

## **9. Photographs, film, tape, optical discs, and other media.**

As a former photographic curator, and as someone who has invested heavily in building photographic collections at UMass, I am committed to providing a robust environment for the collection and preservation of visual materials, regardless of medium or format, and for offering high quality, unfettered access. To some degree, the approach to caring for physical photographic collections is calibrated according to the format involved: salted-paper prints require very different handling than daguerreotypes, cyanotypes, silver gelatin prints, color processes, or glass plate negatives, and we try to ensure that each receives sound basic care specifically tailored to the format. For preservation, we try to ensure that our images receive appropriate housing (some combination of Mylar, polyester, or polypropylene sleeves, acid-free envelopes or folders, and acid-free boxes or enclosures) and we make certain that they are stored under suitable environmental conditions. For conservation, we avoid any intervention that cannot be reversed, but thereafter, treatments vary by format. Low-level conservation work (constructing enclosures, flattening, mending tears) is done by SCUA professional staff; higher risk interventions would be sent out on contract to a specialist in photographic conservation.

The physical photographic collections under our care, like manuscript collections, are available to all researchers who visit, however we find that the overwhelming preference on the part of researchers these days is to explore through digital surrogates. The difficulties of viewing negatives or 35mm slides suggest why this is the case, of course, but digitization also allows more people in more places to see things, 24 hours a day, while placing less stress on the original items. As a result, digitization of visual media is one of our highest priorities. We have experimented with mass digitization of significant collections of photographic negatives, including the work of the photojournalists Diana Henry (<http://bit.ly/1vH0H4s>) and Jeff Albertson (<http://bit.ly/1AeNtOe>) and we have developed a highly efficient methodology that will apply to any similar materials we curate in the future.

Several collections under our care have been microfilmed and we are happy to care for films, masters or otherwise. Unlike some repositories, we allow most researchers the option of using original documents whenever possible (i.e., as long as the items can be used without damaging them). In part this is because we feel it is part of our mission to encourage scholarship and an appreciation of historical materials, and the originals simply create a more exciting and satisfying experience, and in part it is because microfilm is so much more difficult to use. If film is the only option available -- as when items are too fragile, demand is too high, or in cases where the originals are no longer present -- we require researchers to use the film, however these factors also suggest that the items should be digitized, and we would vault them higher on the priority list. We have carried out several experiments in digitizing from microfilm to provide access, ranging from a century's worth of a local newspaper from Belchertown, Mass., to 130 years of the student



newspapers from UMass, and the results have been encouraging: the quality of a scan from microfilm is not quite up to the quality of scanning from the original, but it can be very close and very much cheaper.

We are glad to accept digital material and have procedures in place to deal with most standard formats, not to mention experience in harvesting digital content. Our general collection policy applies to digital formats no less than to physical, and we adjust our intake procedures to accommodate the way our donors have actually retained their records.

## **10. Conservation**

Materials are evaluated for preservation and conservation needs at the time of arrival, collection by collection and box by box, and then again at the time of full processing. Quite often, items may be evaluated a third time when used. Priorities for intervention are set based on an assessment of the potential to affect other collections (e.g. mold, insects), the severity of the threat, and the value of the threatened materials versus the cost of treatment or, when possible, replacement. Our professional staff is responsible for low-level preservation and conservation work, including minor paper repairs and manufacturing custom enclosures, but we have a small endowment to cover the costs of contracting for a conservator when necessary.

## **11. Financial considerations**

SCUA is a department in a large academic library affiliated with a major state university which recently celebrated its sesquicentennial. Through thick and thin -- and we have experienced both -- we have never faced an existential crisis, nor would I anticipate one. As in most contemporary academic libraries in the digital age, the Special Collections department with its unique holdings is becoming more important, rather than less, in that our special collections are what distinguishes our library from all others. Certainly, SCUA has enjoyed the fruits of this intensified focus: over the past ten years, our collections have quadrupled in size, we have enjoyed a renovation and expansion in our physical space, and our staff has nearly doubled, including the addition of our first named curatorship and a bequest that will provide for a second. Our course has been, and I trust will remain, upward.

We are happy to include a clause in the deed of gift mandating that the collection must be returned to NEYM at SCUA's expense if should SCUA ever cease to exist.

## **NEYM Treasurer's Report to Permanent Board for 5/9/2015**

Prepared by Ben Guaraldi

I am sorry that I cannot join you all today, but I hope your work is blessed.

Today's report is short. I enclose the financials from first half of FY15. Since much of our income and expense come at the end of the fiscal year, I am not sure there is much to be gleaned from these reports other than things are within the broad strokes of what is normal for NEYM at this time of the year.

As I reported at the last Permanent Board meeting, the group seasoning a replacement for the 1982 formula for dividing benevolences continues to season that work. In January, we were clear the 1982 formula no longer has life in it and should not be used for future budgets. Ann Dodd-Collins, Betsy Muench, Dorothy Grannell, and Penny Wright are meeting on May 13 to discern a way forward, with the hopes of presenting a recommendation to Permanent Board and to the gathered body at Sessions this year. They ask that Permanent Board hold their deliberations in the Light.

Finance Committee has struggled with the guidelines set for the FY16 budget by the Long-Term Financial Planning Committee. I write this report not knowing the outcome of the budget from the May 2 meeting of Finance Committee, which I was unable to attend, so I cannot provide my sense of that draft budget at this time.

Please feel free to ask any questions by email to [treasurer@neym.org](mailto:treasurer@neym.org).

# NEYM Operating Activities for the First Half of FY2015

October 1, 2014 to March 31, 2015

(numbers subject to change)

	Actual	Total Budget	over Budget	% of Budget
<b>Income</b>				
4010 Individual Contributions	40,118	125,000	(84,882)	32%
4020 Monthly Meeting Contributions	146,217	320,000	(173,783)	46%
4030 Organizations Contributions	1	-	1	∞
4050 Interest and Dividend Income	562	11,000	(10,438)	5%
4070 Books and other Items	152	15,500	(15,348)	1%
4080 Retreat Program Fees	33,457	50,000	(16,543)	67%
4085 Sessions Program Fees	-	190,000	(190,000)	0%
4099 Net Assets Released To/From	278	25,000	(24,722)	1%
<b>Total Income</b>	<b>220,785</b>	<b>736,500</b>	<b>(515,715)</b>	<b>30%</b>
<b>Expenses</b>				
Undistributed Credit Card Charge	136	-	136	∞
<b>5000 Staff</b>				
5010 Salaries & Wages	137,749	273,482	(135,733)	50%
5020 Payroll Taxes	9,777	20,904	(11,127)	47%
5030 Benefits	30,075	82,284	(52,209)	37%
<b>Total 5000 Staff</b>	<b>177,601</b>	<b>376,670</b>	<b>(199,069)</b>	<b>47%</b>
<b>5100 General &amp; Administration</b>				
5120 Bank Expense	1,621	5,100	(3,479)	32%
5130 Contracted Services	1,000	6,000	(5,000)	17%
5140 Legal Services	170	10,000	(9,830)	2%
5150 Liability Insurance	2,852	3,000	(148)	95%
5160 Payroll Service	944	2,000	(1,056)	47%
5170 Recruiting Expense	-	-	-	
5180 Rent	4,675	9,350	(4,675)	50%
5190 Misc. Expense	947	-	947	∞
5220 Cleaning Services	132	265	(133)	50%
5230 Maint - Equip & Hardware	351	1,250	(899)	28%
5240 Postage	1,156	3,000	(1,844)	39%
5250 Office Equipment	-	2,000	(2,000)	0%
5260 Office Supplies	1,188	2,500	(1,312)	48%
5270 Printing & Copying	1,348	2,000	(652)	67%
5280 Software & Updates	1,493	2,800	(1,307)	53%
5290 Telephone	1,805	4,500	(2,695)	40%
5295 Misc. Office	17	600	(583)	3%
<b>Total 5100 General &amp; Administration</b>	<b>19,698</b>	<b>54,365</b>	<b>(34,667)</b>	<b>36%</b>
<b>5300 Travel &amp; Conferences</b>				
5310 Travel - Committee	1,497	2,600	(1,103)	58%
5320 Travel - Clerk	-	5,000	(5,000)	0%
5330 Travel - Programs	599	4,600	(4,001)	13%
5335 Travel - Representatives Travel	2,398	7,000	(4,602)	34%
5350 Travel - Staff	5,729	14,000	(8,271)	41%
5360 Travel - Ministries	-	-	-	0%
<b>Total 5300 Travel &amp; Conferences</b>	<b>10,223</b>	<b>33,200</b>	<b>(22,977)</b>	<b>31%</b>

# NEYM Operating Activities for the First Half of FY2015

October 1, 2014 to March 31, 2015

(numbers subject to change)

	<u>Actual</u>	<u>Total Budget</u>	<u>over Budget</u>	<u>% of Budget</u>
<b>6000 Programs</b>				
6110 Sessions Room & Board	-	160,000	(160,000)	0%
6112 Retreats - Room & Board	26,358	30,000	(3,642)	88%
6125 Program Expenses	7,458	26,400	(18,942)	28%
6130 Committee Expenses - General	5,213	26,940	(21,727)	19%
<b>Total 6000 Programs</b>	<b>39,029</b>	<b>243,340</b>	<b>(204,311)</b>	<b>16%</b>
6140 Books and Other Sales	-	15,000	(15,000)	0%
6200 Benevolence	-	48,749	(48,749)	0%
<b>6600 Publications</b>				
6610 Yearly Meeting Minute Book	2,537	4,000	(1,463)	63%
6620 New England Friend	3,722	5,100	(1,378)	73%
6630 Other newsletters	-	500	(500)	0%
<b>Total 6600 Publications</b>	<b>6,259</b>	<b>9,600</b>	<b>(3,341)</b>	<b>65%</b>
<b>Total Expenses</b>	<b>252,946</b>	<b>780,924</b>	<b>(527,978)</b>	<b>32%</b>
<b>Net Operating Income</b>	<b>(32,161)</b>	<b>(44,424)</b>	<b>12,263</b>	<b>72%</b>
<b>Net Income</b>	<b>(32,161)</b>	<b>(44,424)</b>	<b>12,263</b>	<b>72%</b>

# Statement of Financial Position

as of March 31, 2015

<b>ASSETS</b>		<b>3-31-2015</b>	<b>9-30-2014</b>	<b>Change</b>	
<b>Bank Accounts</b> \$143,672	1000 Checking	143,311	110,654	32,657	
	1020 Money Markets	360	38,577	(38,217)	
	1050 Certificates of Deposit	-	25,269	(25,269)	
	1200 Accounts Receivable	61,893	63,066	(1,173)	
	1075 Pooled Funds	2,033,687	2,033,687	-	
	1100 Accrued Receivables	(124)	(124)	-	
	1150 Prepaid Expenses	2,650	3,250	(600)	
	<b>TOTAL ASSETS</b>	<b>\$ 2,241,778</b>	<b>\$ 2,274,380</b>	<b>(32,602)</b>	
<b>LIABILITIES AND EQUITY</b>		<b>9-30-2014</b>	<b>9-30-2013</b>	<b>Change</b>	
<b>Liabilities</b> \$3,630	2010 Accrued Liabilities	4	3,150	(3,146)	
	2150 Health Insurance Premium	2,640	(355)	2,995	
	2155 Sect 125 Employee Withh.	986	2,402	(1,416)	
	3500 Working Capital	93,939	134,268	(40,329)	
<b>Board Designated</b> \$1,447,729	3620 Faith and Practice Revision	35,859	35,859	-	
	3630 World Conference Travel	-	-	-	
	3650 Quasi-Endowment	165,895	140,324	25,571	
	3680 NEFH Legacy Gift Fund	1,245,975	1,245,975	-	
<b>Revolving Accounts</b> \$204,710	3705 Archives	16,985	16,985	-	
	3712 FUM Intervisitation	1,141	1,141	-	
	3713 FUM Earmarked Donations	112	112	-	
	3714 Peace Tax Fund	-	-	-	
	3715 Peacemaker	1,784	1,784	-	
	3720 Prejudice and Poverty	8,808	8,808	-	
	3725 Puente de Amigos	4,352	4,352	-	
	3730 Sufferings	4,939	4,939	-	
	3755 Student Loan	154,526	154,526	-	
	3760 Young Friends Travel	3,111	3,111	-	
3775 Continuing Projects	8,949	8,949	-	<b>Available</b>	
<b>Permanently Restricted Funds</b> \$522,806	3802 Endowment Fund	50,818	50,818	-	1,993
	3804 Alice Needham	17,634	17,634	-	846
	3806 Amy S. Hayden	58,107	58,107	-	2,788
	3808 Anna M. Brown	35,299	35,299	-	1,693
	3810 Freedmen's	130,089	130,089	-	10,000
	3812 FUM Foreign Missions	47,527	47,527	-	2,281
	3814 FUM Home & Foreign	6,654	6,654	-	319
	3816 FUM Ramallah	60,096	60,096	-	2,884
	3818 Hanson/Hill	-	-	-	0
	3824 Mosher Book & Tract	70,309	70,309	-	3,289
	3826 Phillips/Purington/Hawkes	25,598	25,598	-	1,228
	3828 Pittsfield/Varney	7,984	7,984	-	376
3830 Susan B. Kirby	8,358	8,358	-	401	
3832 West Falmouth Prep Mtg	4,333	4,333	-	208	
3900 Retained Earnings	-	-	-		
Net Operating Income	(27,958)	(14,759)	(13,199)		
<b>Total Equity</b>	<b>\$ 2,241,225</b>	<b>\$2,269,183</b>	<b>\$ (27,958)</b>		
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 2,244,854</b>	<b>\$2,274,380</b>	<b>\$ (29,526)</b>		

Permanently Restricted Funds Available  
\$28,307

## **DRAFT - FY2016 Budget**

Shearman Taber, clerk Finance Committee  
May 3, 2015

**Purpose:** To present the initial draft of the FY2016 Yearly Meeting Budget for Permanent Board review and comment.

### **Background:**

The FY2016 might be considered a transitional budget as the Yearly Meeting develops a long range plan as requested by FY2014 Sessions. The Long Range Financial Planning Committee was able to provide some limited guidance this year as indicated in the footnotes, but they have not yet reached a point where they are ready provide specific guidance for the YM in directing the use of its resources.

The FY2016 budget is presented with the FY2014 & FY2015 budgets for reference. The footnotes included in the Expanded budget provide some background on changes for this year. (Footnote 'p' should read, "Budget changes coming out of the priorities process")

- Raising \$333,000 from monthly meetings will be a considerable challenge. It represents a 4% increase over the FY2015 budgeted amount. When approving it the Finance Committee committed itself to improve and expand its communications with the monthly meetings
- Funds from the Legacy Gift - We continue to need to use income from the legacy gift funds and will for several more years. The Finance Committee intends to reduce the amount each year so that we use no more than a total of \$75,000 over 5 years. The Legacy Gift Committee has been consulted and has agreed to this use of the funds.
- The major adjustments in the staff salaries & associated lines are due to the staffing changes implemented by the YM Secretary in FY2015 and changes in the health benefit needs of our employees. The cost-of-living adjustment this year was 0.6% and we added a very modest merit increase for non-management staff.
- The Legal Services line was reduced by \$2250 to \$7750. Of that we use about \$2500 for background checks for those working in our youth programs as retreat staffers, daycare, etc. The remainder is included to cover the short term costs in the event the YM is sued and to give us time to arrange for providing for the full costs of the legal case.
- Line 5190 Misc. Expenses has in it \$2100 for the accreditation of Friends Camp. This has become a regular expense and should no longer be included in the budget for the Friends Camp Committee.
- The Travel Budget was increased to cover the expected costs so we would not have to come back to Permanent Board again to allow us to exceed the budget limits.

- Under Committee Expenses lines have been added to provide for childcare during committee meetings and for the rental of space for Committee Days. In the past these expenses have been paid from other line item accounts, but we have moved them here so they can be better allocated in the Programmatic budget view. The budgeted committee expenses are up in part because we strongly urged committees to think about projects they wanted to take on and to ask in advance for the necessary funding.
- In the Benevolences the amounts allocated to FGC, FUM and FWCC have been reduced by 5.4%. This limited reduction is proposed to reduce the drawdown of our reserves. (See also the footnote for the Benevolences.)
- The costs of our publications is being reduced because much of that work is now being done by our staff who have specific skills in this area instead of relying on consultants.

That all results in an anticipated deficit for FY2016 of \$35,000 which was the target figure suggested by the Long Term Financial Planning Committee. While still a large number it is \$9400 less than the deficit approved by Sessions last year. We are asking the Yearly Meeting to continue to support the work of our staff and others as they attend to hopeful signs of emerging vitality of Friends throughout New England. It is the energy and growth of those tender shoots that will ensure the future and good health of New England Friends.

**Action:**

This is not an action item per se, but the responses Permanent Board and its members will guide the Finance Committee in making any necessary adjustments prior to its presentation at Sessions.

**Attachments:**

- 2015-05-02-FY2016 Draft Summary Budget.pdf
- 2015-05-02-FY2016 Draft Expanded Budget.pdf
- 2015-05-02-FY2016 Draft Committee Budget.pdf

**Signature:**

Shearman Taber

## DRAFT FY2016 Summary Budget

Summary Budget	FY14 Actual	FY14 Budget (revised)	Δ FY14 to FY15	FY15 Budget Approved	Δ FY14 to FY15	FY16 DRAFT Budget
<b>Income</b>						
4010 Individual Contributions	134,764	110,000	15,000	125,000	10,000	<b>135,000</b>
4020 Monthly Meeting Contributions	306,912	310,000	10,000	320,000	13,000	<b>333,000</b>
4030 Organizations Contributions	943	-	-	-	-	-
4050 Interest and Dividend Income	3,719	14,070	(3,070)	11,000	(5,000)	<b>6,000</b>
4055 Student Loan Interest						
4070 Books and other Items	17,094	20,000	(4,500)	15,500	2,500	<b>18,000</b>
4077 Consulting Fee Contribution	-	-		-		
4080 Retreat Program Fees	46,143	53,370	(3,370)	50,000	-	<b>50,000</b>
4085 Sessions Program Fees	208,553	176,970	13,030	190,000	20,000	<b>210,000</b>
Funds from the Legacy Gift	18,391	19,430	5,570	25,000	(5,000)	<b>20,000</b>
<b>Total Income</b>	<b>736,519</b>	<b>703,840</b>	<b>32,660</b>	<b>736,500</b>	<b>35,500</b>	<b>772,000</b>

Summary Budget	FY14 Actual	FY14 Budget (revised)	Δ FY14 to FY15	FY15 Budget Approved	Δ FY14 to FY15	FY16 DRAFT Budget
<b>Expenses</b>						
5000 Staff						
5010 Salaries & Wages	258,847	263,712	9,770	273,482	6,370	<b>279,852</b>
5020 Payroll Taxes	18,911	20,098	806	20,904	505	<b>21,409</b>
5030 Benefits	83,227	84,369	(2,085)	82,284	(2,349)	<b>79,935</b>
<b>Total 5000 Staff</b>	<b>360,985</b>	<b>368,179</b>	<b>8,491</b>	<b>376,670</b>	<b>4,526</b>	<b>381,196</b>
5100 General & Administration	56,409	57,065	(2,700)	54,365	3,250	<b>57,615</b>
5300 Travel & Conferences	32,033	28,800	4,400	33,200	3,400	<b>36,600</b>
6000 Programs						
6110 Sessions Room & Board	150,142	144,000	16,000	160,000	10,000	<b>170,000</b>
6112 Retreats Room & Board	37,191	30,000	-	30,000	4,000	<b>34,000</b>
6125 Program Expenses	22,588	25,900	500	26,400	1,300	<b>27,700</b>
6130 Committee Expenses	17,606	24,511	2,429	26,940	5,100	<b>32,040</b>
<b>Total 6000 Programs</b>	<b>227,527</b>	<b>224,411</b>	<b>18,929</b>	<b>243,340</b>	<b>20,400</b>	<b>263,740</b>
6140 Books and Other	13,151	17,200	(2,200)	15,000	(500)	<b>14,500</b>
6200 Benevolence						
6310-625 FGC FUM FWCC	40,270	41,449	-	41,449	(2,250)	<b>39,199</b>
6330 Friends' Organizations	2,250	2,250	-	2,250	-	<b>2,250</b>
6575 Other Organizations	-	650	-	650	(650)	-
6590 Ecumenical Organizations	4,400	4,400	-	4,400	-	<b>4,400</b>
<b>6200 Total Benevolence</b>	<b>46,920</b>	<b>48,749</b>	<b>-</b>	<b>48,749</b>	<b>(2,900)</b>	<b>45,849</b>
6600 Publications	14,254	9,500	100	9,600	(2,100)	<b>7,500</b>
<b>Total Expenses</b>	<b>751,279</b>	<b>753,904</b>	<b>27,020</b>	<b>780,924</b>	<b>26,076</b>	<b>807,000</b>
<b>Net Operating Income</b>	<b>(14,760)</b>	<b>(50,064)</b>	<b>5,640</b>	<b>(44,424)</b>	<b>9,424</b>	<b>(35,000)</b>



## DRAFT FY2016 Expanded Budget

INCOME							
Category	FY14 Actual	FY14 Budget (revised)	Δ FY14 to FY15	FY15 Approved Budget	Δ FY15 to FY16	FY16 Draft Budget	
4010 Individual Contributions	134,764	110,000	15,000	125,000	10,000	135,000	a
4020 Monthly Meeting Contributions	306,912	310,000	10,000	320,000	13,000	333,000	b
4030 Organizations Contributions	943						
4050 Interest and Dividend Income	3,719	14,070	(3,070)	11,000	(5,000)	6,000	
4070 Books and other Items	17,094	20,000	(4,500)	15,500	2,500	18,000	
4080 Retreat Program Fees	46,143	53,370	(3,370)	50,000	-	50,000	
4085 Sessions Program Fees	208,553	176,970	13,030	190,000	20,000	210,000	s
Funds from the Legacy Gift	18,391	19,430	5,570	25,000	(5,000)	20,000	a
<b>Total Income</b>	<b>736,519</b>	<b>703,840</b>	<b>32,660</b>	<b>736,500</b>	<b>35,500</b>	<b>772,000</b>	

EXPENSES							
Category	FY14 Actual	FY14 Budget (revised)	Δ FY14 to FY15	FY15 Approved Budget	Δ FY15 to FY16	FY16 Draft Budget	
<b>5000 Staff</b>							
5010 Salaries & Wages	258,847	263,712	9,770	273,482	6,370	279,852	c
5020 Payroll Taxes	18,911	20,098	806	20,904	505	21,409	c
<b>5030 Benefits</b>							
5033 Health Benefits	53,514	53,385	(530)	52,855	(7,855)	45,000	
5035 Retirements	23,969	23,984	445	24,429	3,556	27,985	c
5040 Disability	1,219	900	-	900	700	1,600	
5045 Workers' Compensation	700	900	-	900	-	900	
5060 Staff Development	3,115	4,000	(2,000)	2,000	1,250	3,250	p
5050 Spiritual Retreats	710	1,200	-	1,200	-	1,200	
<b>Total 5030 Benefits</b>	<b>83,227</b>	<b>84,369</b>	<b>(2,085)</b>	<b>82,284</b>	<b>(2,349)</b>	<b>79,935</b>	
<b>Total 5000 Staff</b>	<b>360,985</b>	<b>368,179</b>	<b>8,491</b>	<b>376,670</b>	<b>4,526</b>	<b>381,196</b>	
<b>5100 General &amp; Administration</b>							
<b>5110 Administration</b>							
5120 Bank Expense	7,988	5,000	100	5,100	400	5,500	
5130 Contracted Services	15,026	8,200	(2,200)	6,000	-	6,000	
5140 Legal Services	2,173	10,000	-	10,000	(2,250)	7,750	
5150 Liability Insurance	2,738	4,000	(1,000)	3,000	-	3,000	
5160 Payroll Service	1,715	2,500	(500)	2,000	-	2,000	
5170 Recruiting Expense	80	500	(500)	-	-	-	
5180 Rent	9,350	9,350	-	9,350	-	9,350	
5190 Misc. Expense	105		-		2,100	2,100	q
<b>Total 5110 Administration</b>	<b>39,175</b>	<b>39,550</b>	<b>(4,100)</b>	<b>35,450</b>	<b>250</b>	<b>35,700</b>	
<b>5200 Office</b>							
5220 Cleaning Services	264	265	-	265	-	265	

5230 Maint - Equip & Hardware	237	1,250	-	1,250	-	1,250	
5240 Postage	3,653	2,500	500	3,000	750	3,750	
5250 Office Equipment	509	1,250	750	2,000	1,250	3,250	p
5260 Office Supplies	2,541	2,250	250	2,500	-	2,500	
5270 Printing & Copying	3,117	4,500	(2,500)	2,000	1,000	3,000	
5280 Software & Updates	3,497	1,500	1,300	2,800	-	2,800	
5290 Telephone	3,416	4,000	500	4,500	-	4,500	
5295 Miscellaneous			600	600	-	600	
<b>Total 5200 Office</b>	<b>17,234</b>	<b>17,515</b>	<b>1,400</b>	<b>18,915</b>	<b>3,000</b>	<b>21,915</b>	
<b>Total 5100 General &amp; Administration</b>	<b>56,409</b>	<b>57,065</b>	<b>(2,700)</b>	<b>54,365</b>	<b>3,250</b>	<b>57,615</b>	
<b>5300 Travel &amp; Conferences</b>							
5310 Travel - Committee	3,752	2,300	300	2,600	400	3,000	p
5320 Travel - Clerk	4,634	5,000	-	5,000	-	5,000	p
5330 Travel - Programs	2,923	3,000	1,600	4,600	-	4,600	p
5335 Travel - Rep. Travel	4,967	4,500	2,500	7,000	600	7,600	p
5350 Travel - Staff	15,757	14,000	-	14,000	2,000	16,000	p
5360 Travel - Ministries			-		400	400	
<b>Total 5300 Travel &amp; Conferences</b>	<b>32,033</b>	<b>28,800</b>	<b>4,400</b>	<b>33,200</b>	<b>3,400</b>	<b>36,600</b>	
<b>6000 Programs</b>							
6110 Sessions Room & Board	150,142	144,000	16,000	160,000	10,000	170,000	s
6112 Retreats - Room & Board							
6114 Room Rental	22,352	20,000	-	20,000	(1,000)	19,000	
6150 Food Expense	14,839	10,000	-	10,000	5,000	15,000	
<b>Total 6112 Retreats - Room &amp; Board</b>	<b>37,191</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>	<b>4,000</b>	<b>34,000</b>	
<b>6125 Program Expenses</b>							
6105 Honoraria	12,809	11,100	200	11,300	1,200	12,500	s
6115 Equipment Rental	2,820	5,000	100	5,100	-	5,100	s
6121 Supplies and Other Expenses	6,093	8,900	100	9,000	100	9,100	s
6165 Pre-Sessions Expense	866	900	100	1,000	-	1,000	s
<b>Total 6125 Program Expenses</b>	<b>22,588</b>	<b>25,900</b>	<b>500</b>	<b>26,400</b>	<b>1,300</b>	<b>27,700</b>	
<b>6130 Committee Exp. - General</b>							
Committee Expenses	17,606	24,511	2,429	26,940	2,350	29,290	
Childcare					2,000	2,000	
Committee Day Expenses					750	750	
<b>Total 6130 Committee Expenses</b>	<b>17,606</b>	<b>24,511</b>	<b>2,429</b>	<b>26,940</b>	<b>5,100</b>	<b>32,040</b>	
6160 Support - Retreats & Sessions					-		
<b>Total 6000 Programs</b>	<b>227,527</b>	<b>224,411</b>	<b>18,929</b>	<b>243,340</b>	<b>20,400</b>	<b>263,740</b>	
<b>6140 Books and Other</b>							
6142 Books	7,546	7,000	200	7,200	7,300	14,500	
6145 Other Items for Sale		700	(100)	600	(600)		
6147 Consignment Sales	5,605	9,500	(2,300)	7,200	(7,200)		
<b>Total 6140 Books and Other</b>	<b>13,151</b>	<b>17,200</b>	<b>(2,200)</b>	<b>15,000</b>	<b>(500)</b>	<b>14,500</b>	
<b>6200 Benevolence</b>							
6310 FGC	17,608	17,608	-	17,608	(956)	\$16,652	**
6320 FUM	15,456	16,635	-	16,635	(903)	\$15,732	**

6325 FWCC	7,206	7,206	-	7,206	(391)	\$6,815	**
<b>Total 6310--6325 Benevolence</b>	<b>40,270</b>	<b>41,449</b>	<b>-</b>	<b>41,449</b>	<b>(2,250)</b>	<b>39,199</b>	<b>**</b>
<b>6330 Friends' Organizations</b>							
6328 Ramallah Friends School	100	100	-	100	-	100	
6335 AFSC	300	300	-	300	-	300	
6338 Cuba Yearly Meeting			-		-		
6340 FCNL	750	750	-	750	-	750	
6345 QEW	300	300	-	300	-	300	
6350 Friends Peace Teams	100	100	-	100	-	100	
6355 FWCC 3rd World Travel	500	500	-	500	-	500	
6360 QUNO	200	200	-	200	-	200	
6370 Other Friend's Organizations					-		
<b>Total 6330 Friends' Organizations</b>	<b>2,250</b>	<b>2,250</b>	<b>-</b>	<b>2,250</b>	<b>-</b>	<b>2,250</b>	
6575 Other Organizations		650	-	650	(650)	-	
<b>6590 Ecumenical Organizations</b>							
6592 State Council of Churches	4,000	4,000	-	4,000	-	4,000	
6594 NE Council of Churches	150	150	-	150	-	150	
6596 NECL	150	150	-	150	-	150	
6598 World Council of Churches	100	100	-	100	-	100	
<b>Total 6590 Ecumenical Organizations</b>	<b>4,400</b>	<b>4,400</b>	<b>-</b>	<b>4,400</b>	<b>-</b>	<b>4,400</b>	
<b>Total 6200-6500 Benevolence</b>	<b>46,920</b>	<b>48,749</b>	<b>-</b>	<b>48,749</b>	<b>(2,900)</b>	<b>45,849</b>	
<b>6600 Publications</b>							
6610 Yearly Meeting Minute Book	5,932	4,000	-	4,000	(1,000)	3,000	
6620 New England Friend	8,064	5,000	100	5,100	(600)	4,500	
6630 Other newsletters	258	500	-	500	(500)	-	
<b>Total 6600 Publications</b>	<b>14,254</b>	<b>9,500</b>	<b>100</b>	<b>9,600</b>	<b>(2,100)</b>	<b>7,500</b>	
<b>Total Expenses</b>	<b>751,279</b>	<b>753,904</b>	<b>27,020</b>	<b>780,924</b>	<b>26,076</b>	<b>807,000</b>	
<b>Net Operating Income</b>	<b>(14,760)</b>	<b>(50,064)</b>	<b>5,640</b>	<b>(44,424)</b>	<b>9,424</b>	<b>(35,000)</b>	<i>d</i>

\*\* The total has been reduce 5.4%. The total for these three numbers is what is important for the budget. The numbers listed for each organization is based on the current formula policy. There is a group re-examining the allocation policy. Any new policy will merely adjust the allocation of the total.

*a* Suggested by Long Term Financial Planning Committee

*b* This represents a 4% increase.

*c* This includes the COLA plus a \$2000 total merit increase for non-management employees.

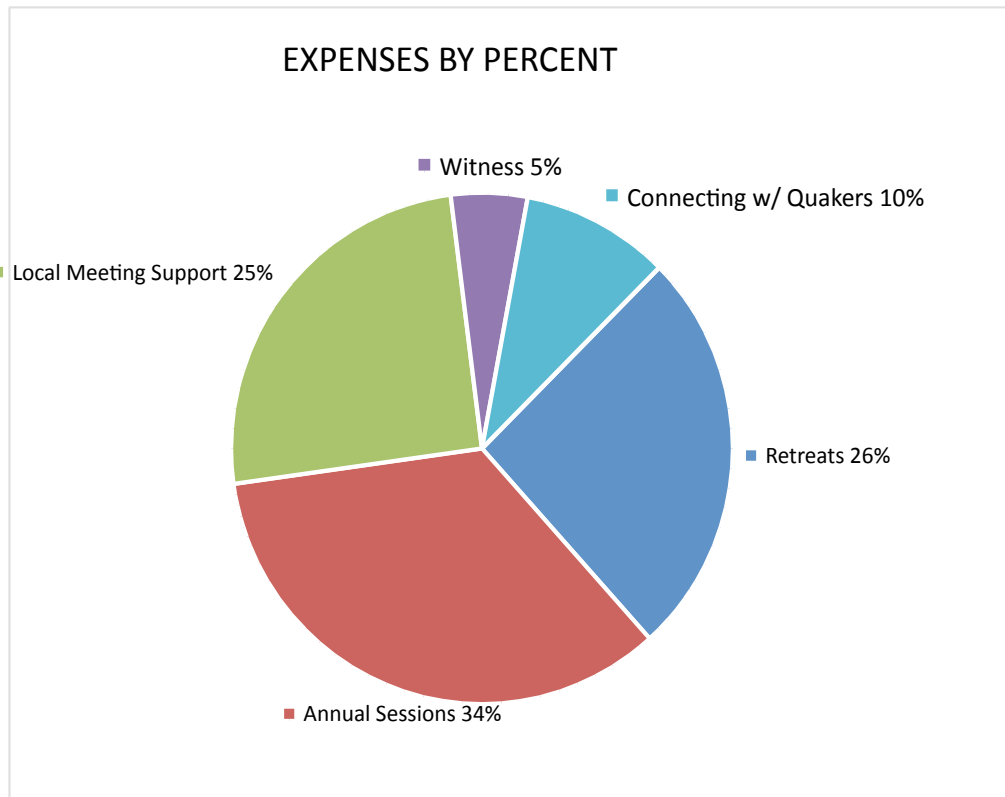
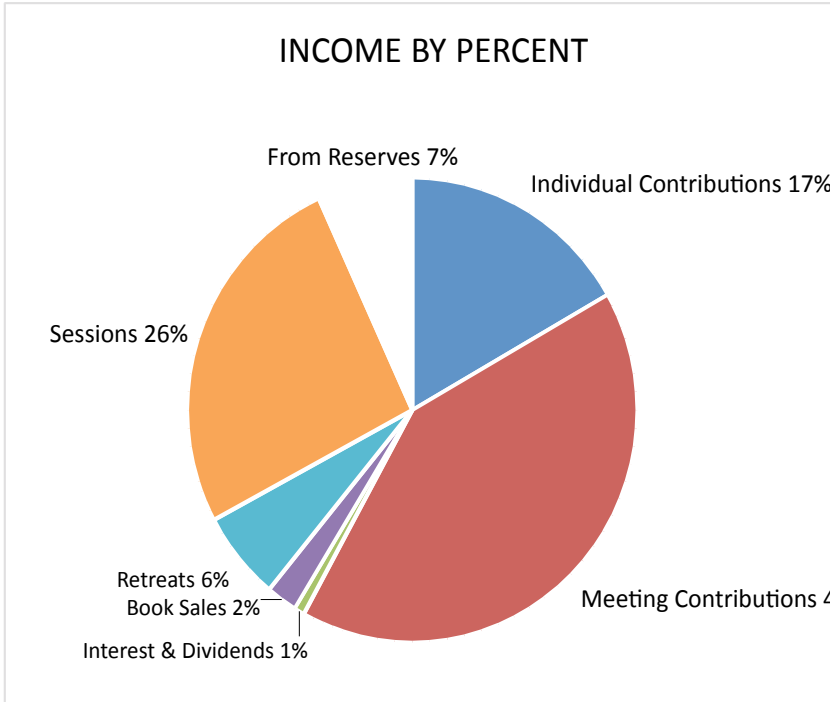
*d* LTFPC suggested a maximum deficit of \$35,000.

*q* To cover cost of accreditation for Friends Camp. To become a regular part of the budget and not a committee expense.

<b>Programs in the DRAFT FY16 Budget</b>	<b>Income from Fees</b>	<b>Direct Expense</b>	<b>Indirect Expense<sup>a</sup></b>	<b>Staff Cost<sup>b</sup></b>	<b>Total Expense</b>	<b>Total Net Cost<sup>c</sup></b>
<b>Workshops and Retreats</b>						
JYM, JHYM, Young Friends (including pastoral care to youth and families)	40,000	33,784	18,565	107,650	159,998	119,998
YAF retreats	4,500	2,979	2,600	15,172	20,751	16,251
Adult retreats and workshops	5,500	1,997	2,100	12,160	16,257	10,757
YM Support for Friends Camp		2,100	700	4,041	6,841	6,841
Committee: Youth Programs		0	700	4,041	4,741	4,741
<b>Total</b>	<b>50,000</b>	<b>40,859</b>	<b>24,665</b>	<b>143,063</b>	<b>208,587</b>	<b>158,587</b>
<b>Annual Sessions<sup>d,e</sup></b>	<b>210,000</b>	<b>215,100</b>	<b>9,200</b>	<b>53,634</b>	<b>277,934</b>	<b>67,934</b>
<b>Local Meeting Support</b>						
Religious Education support (adults and youth)		1,363	5,200	30,343	36,906	36,906
Staff visits and field work		982	4,200	24,282	29,465	29,465
Outreach		0	3,100	18,221	21,321	21,321
Website and print publications		23,484	6,600	38,463	68,546	68,546
Archives of local meetings		0	1,000	6,061	7,061	7,061
Pastoral meetings retreats	5,000	2,345	500	3,050	5,895	895
Committees: Aging, F&P, QYE, M&C, PubCom		3,710	3,700	21,271	28,681	28,681
Contributions: Ecumenical		4,400	200	1,029	5,629	5,629
<b>Total</b>	<b>5,000</b>	<b>36,284</b>	<b>24,500</b>	<b>142,720</b>	<b>203,504</b>	<b>198,504</b>
<b>Witness</b>						
Committees: QEM, P&SC, RSEJ		2,250	1,400	8,081	11,731	11,731
Contributions: AFSC, FCNL, FPT, QEM, QUNO		1,650	500	3,050	5,200	5,200
Book and consignment sales	18,000	14,500	200	1,029	15,729	(2,271)
Other support of witness		0	1,000	6,061	7,061	7,061
<b>Total</b>	<b>18,000</b>	<b>18,400</b>	<b>3,100</b>	<b>18,221</b>	<b>39,721</b>	<b>21,721</b>
<b>Connecting with the Quaker Movement</b>						
Puente de Amigos		1,400	1,200	7,090	9,690	9,690
Committees: FGC, FUM, FWCC		800	700	4,041	5,541	5,541
Benevolences: Quaker Organizations		39,799	100	305	40,204	40,204
Other support of connections to the Quaker movement		7,600	2,100	12,122	21,822	21,822
<b>Total</b>	<b>0</b>	<b>49,599</b>	<b>4,100</b>	<b>23,558</b>	<b>77,257</b>	<b>77,257</b>
<b>Grand Total</b>	<b>283,000</b>	<b>360,243</b>	<b>65,561</b>	<b>381,196</b>	<b>807,004</b>	<b>524,004</b>

- This is the estimated administrative overhead (not including staff cost) for running each program.
- Estimated portion of staff expense for this program (as reported in Operating Expenses line 5000).
- As these programs are ministries of the Yearly Meeting, any remaining costs are made up by unrestricted contributions to the Yearly Meeting.
- Sessions includes all youth programs that occur at Yearly Meeting Sessions; Sessions expenses are not included in the JYM, JHYM, Young Friends or YAF lines.

# FY2016 Budget Income and Expense Charts by Program



**Request to Permanent Board  
From the Board of Managers for Investments and Permanent Funds  
Fourth Month 30, 2015**

The Board of Managers is proposing a minute be adopted by the Permanent Board on behalf of the Board of Managers for Investments and Permanent Funds (also known as “The Pooled Funds”).

The purpose of this suggested minute would be to provide the Board of Managers the ability to establish a “statement of purpose” by New England Yearly Meeting.

The Board of Managers would then use this statement of purpose as official authorization by NEYM for the Board of Managers to open, close and manage bank account, brokerage accounts and financial advisors for the Pooled Funds. The background for this request is that in the BoM’s endeavor to change our custodial bank from Bank of America to US Bank recently we have discovered that it is exceedingly difficult for financial institutions to recognize the BoM as fully authorized representatives for the NEYM Pooled Funds. This, in part, stems from the fragmented constituency and ownership of the Pooled Funds as we represent approximately 45 Monthly Meetings, Quarterly Meetings, Schools, other Quaker organizations and NEYM itself. This failure of recognition also stems from a lack of obtainable documentation from NEYM and the other Pooled Fund constituents in terms of verifiable formation documentation from State and/or Local Governments across New England where our constituent organizations are located. By adopting the proposed minute NEYM would be officially authorizing the BOM as its representative for the Pooled Funds. At this time the BoM has no such official authorization.

**The BoM would like Permanent Board to adopt the following minute-**

*‘PURPOSE: The Board of Managers of Investments and Pooled Funds is responsible for the management and investment, consonant with Friends principles, of Yearly Meeting funds and funds entrusted to it by meetings, schools, and other Friends organizations for the purpose of maintaining a source of continuing income and growth of capital.’*

*In order to accomplish that purpose New England Yearly Meeting authorizes the Board of Managers to open and close bank and brokerage accounts, appoint account signers and to establish agreements with Financial Advisers and others as they deem necessary.”*

The BoM requests that this minute be recorded, and that Permanent Board confirms its adoption in writing to the BoM Clerk (Matt Hackman: [matthewehackman@verizon.net](mailto:matthewehackman@verizon.net)), Recording Clerk (Andrew Pang: [Andrew.pang@comcast.net](mailto:Andrew.pang@comcast.net)) and Treasurer (Brian Clark: [bclark@meetingsfirst.com](mailto:bclark@meetingsfirst.com))

Submitted on Behalf of the Board of Managers by:

Brian Clark, Treasurer, Board of Managers for Investments and Permanent Funds

**Report to New England Yearly Meeting Permanent Board  
gathered at Storrs Friends Meeting, Storrs, Connecticut  
From the Long-Term Financial Planning Committee**

**May 9, 2015**

**page 1**

Long-Term Financial Planning Committee has met regularly since our committee was created by Permanent Board following NEYM Sessions 2014. Friends will recall the broad outline of our charge, viz:

*2014-57 The presiding clerk read the following minute on long-term planning and financial sustainability:  
Yearly Meeting Sessions asks Permanent Board, in consultation with Finance, Personnel, Development, and Coordinating and Advisory Committees, to prepare and maintain a five-year financial plan for the Yearly Meeting that will bring our income and expenditures into balance. We also ask Finance Committee to prepare our annual budgets in the context of this five-year plan.  
Friends approved.*

Following two LTFPC meetings in the fall of 2014, the Committee determined that it could not begin the process of preparing a 5-year financial plan for NEYM without first achieving clarity on NEYM's priorities and goals. At the February 2015 meeting of Permanent Board, we requested an amendment to our charge so LTFPC could undertake this task.

*Grounded in the past discernment of the Yearly Meeting, and in collaboration with Structural Review and Legacy Gift Committees, the LTFPC will draft a vision of, and articulate specific priorities for, the work that we as a Yearly Meeting are called to do. The Committee will present the past discernment, the vision, and a long-term financial plan to enable the Yearly Meeting to accomplish that vision as well as bring our income and expenditures into balance.*

“Grounded in the past discernment of the Yearly Meeting” is important: LTFPC was clear that we would not launch any new information-gathering effort, because considerable work of this sort had already been performed and documented by staff members, numerous committees, and working groups of the YM over many years. One of our first efforts was to review and summarize this work so as to understand key priorities that New England Friends have raised, and use that work as a springboard to propel us forward. (Please review the accompanying document “WNP\_2.4\_5\_1\_2015” sometimes referred to as “*We need a plan*”.)

This process has led us to identify, consider carefully, and hold up five key themes that NEYM might embrace as a foundation upon which we can – together, all of us, across the Yearly Meeting – build a strong and integrated plan to help guide us to a place of greater vibrancy, improved effectiveness, and financial sustainability. LTFPC is now prepared to reflect back to NEYM what we have learned, and propose some ways to move ahead.

**Report to New England Yearly Meeting Permanent Board  
gathered at Storrs Friends Meeting, Storrs, Connecticut  
From the Long-Term Financial Planning Committee**

May 9, 2015

page 2

Friends have said they want and need – that we, NEYM, wants and needs – help and support in the following areas:

**Spiritual** development – help in being prepared to hear and heed God’s call.

**Outreach**, witness and inclusion – assistance with strengthening and growing the Quaker community in New England, drawing in seekers attracted to our faith and our practice, and inviting into our Fellowship those who do not yet know who we are and what we stand for. Help with demonstrating our faith by collective action in the public square, beyond the hedge of our Religious Society: “This we believe; that must change.”

**Leadership** – Our Committee hears a need to identify and support those who see clearly the work that needs doing among us, and who have the gifts to communicate their vision and harness the talents of Friends to align/join/act so as to articulate and realize our goals.

**Accountability** – New England Friends have indicated we need to be clear about what we do and why we do it, and we need to revisit our activities regularly to ascertain whether we’re actually moving forward in faithful, healthy, productive ways. We need to be willing to test, challenge, and confront each other, always in Love.

**Relationship** and communication – We enjoy each other’s company! We want to know each other, and spend time together. We want to deepen our connections with each other and with God. We want to know who is doing what, what is going on, how we can be involved, and what resources exist to support us. Thus, we need solid, effective, efficient ways to share information and strengthen the network of local meetings and individuals.

These are ways to think about the activities we engage in and how we describe and organize them, but, more importantly and urgently, they are *behaviors* we should work on adopting. As we practice them over time, they may become ingrained cultural *habits* of NEYM that will enable us to serve, support, and strengthen our Monthly and Quarterly Meetings, and thereby nurture and expand the Quaker movement in New England, sharing our Truth with the world.

Please note:

While we are the Long-Term *Financial* Planning Committee, we have not yet talked about numbers, and money, and the Committee’s accountability to our charge to help lead NEYM toward financial sustainability. In this regard, the basic premise behind adopting “SOLAR” is the belief that this framework will:



**Report to New England Yearly Meeting Permanent Board  
gathered at Storrs Friends Meeting, Storrs, Connecticut  
From the Long-Term Financial Planning Committee**

**May 9, 2015**

**page 3**

- 1) Heighten engagement of those who are already involved in and committed to the Yearly Meeting, keeping and fortifying existing Quakers, resulting in increased giving from both Monthly Meetings and individuals
- 2) Draw in people who are orbiting, and solidify their connection to our movement e.g. lapsed members and former attenders, as well as attract newcomers we have not even yet begun to engage – resulting, also, in increased giving.
- 3) Encourage a culture of prudent stewardship in our staff and committees such that we manage the treasure we possess ever more wisely and intentionally.

ACTION

LTFPC requests feedback and counsel from Permanent Board on the following questions.

- 1) Our work is not finished, but have we begun it in a way that honors the charge laid upon us?
- 2) Are we pursuing a useful direction in this work?
- 3) Are we ready to present these ideas formally to Sessions? If so, what are some ways we might propose moving into next year (2015-16) to become more concrete and specific about a “plan” to make our YM more productive, energized, vibrant, and spiritually and financially sustainable?
- 4) How should we begin to invite New England Yearly Meeting more broadly into this work so that we can all work collectively toward our shared goals?

Respectfully submitted 2 May 2015 by

Christopher Gant  
Clerk, Long-Term Financial Planning Committee

On behalf of the Committee:  
Ginny Bainbridge (Permanent Board)  
Holly Baldwin (Permanent Board Clerk – *ex officio*)  
Brad Bussiere-Nichols (Ministry & Counsel)  
David Cadbury (Structural Review)  
Deana Chase (Ministry & Counsel)  
Chris Gant (Personnel)  
Ralph Gentile (Finance)  
Ben Guaraldi (NEYM Treasurer)  
Noah Merrill (NEYM Secretary - *ex officio*)  
Sara Smith (Development)  
Becky Steele (Permanent Board)  
Shearman Taber (Finance)

# **“We Need a Plan”: Discernment and Action In a Time of Growth and Change**

*presented to  
the Permanent Board of New England Yearly Meeting of Friends  
by the Long Term Financial Planning Committee  
May 2015*

*On every side we hear of “the great people to be gathered.” Are you ready?*

*Most of us feel that we are not ready; that our meetings must first provide for the spiritual renewal of our members. But the harvest time is now, “the grain is ripe unto harvest.” Who then can be sent to bring in the harvest? Will it be...the Yearly Meeting Committees when they are re-organized? Will it be your Quarterly Meeting or your Monthly Meeting? They certainly must provide the climate for the harvest, and the continuing fellowship for us to share, but in the last analysis it is you, each of you in your daily activity, who must gather the harvest. It is up to you, whether you are the newest member of your Meeting or one of those “weighty Friends” we have heard about...*

*You are called to respond to needs, to the thirsting for the fellowship of the spirit, which alone can calm the restless hearts. Only as friend meets friend in the joint actions of living do we experience the Truth; making love visible and making all things new.*

*(Report of Worship-Workshop on Meeting Renewal & Attracting the Seeker, Minutes of NEYM, 1968)*

## **Background: Some Notes on How We Got Here**

In the fall of 2014, the clerk of our Yearly Meeting’s Development Committee affirmed to the Permanent Board of NEYM what many have raised in different language:

“People don’t fund unmet needs. They fund the plan to meet those needs.”

**We do not currently have such a plan.**

For several years New England Friends have recognized a need to set clear priorities to encourage the life and ministry of our yearly meeting<sup>1</sup>. Since at least 1980<sup>2</sup>, Yearly Meeting has charged several groups to consider whether changes in priorities, focus, structure and function were necessary in order for Friends to grow and thrive in our region.

At the request of the Long Term Financial Planning Committee (LTFPC), in December 2014 the Yearly Meeting Secretary wrote a report summarizing the work of these many groups, and the LTFPC was encouraged by Permanent Board to adopt the report’s insights as a basis for its work. With the help and support of the Structural Review Committee, Coordinating & Advisory and Permanent Board, the LTFPC has adapted and

revised that report to create this document, which is to be shared with the wider community of Friends in New England to support understanding and action by the yearly meeting as a whole.

Efforts considered in this analysis include (among others): the two Long Range Planning Committees (1980-1981 and 1999-2001), the Ad Hoc Committee on the Financial Health of Yearly Meeting (1992-1993), the Procedural Review Committee (2004-2006), the Staff

*Not that we are competent of ourselves to claim anything as coming from us; our competence is from God, who has made us competent to be ministers of a new covenant, not of letter but of spirit; **for the letter kills, but the Spirit gives life.** (2 Corinthians 3:5-6)*

and Organizational Structure processes, the Ad Hoc Vision Committee (2007-2009), the Staff Planning Committee (2009), the Legacy Gift Discernment Committee (2012-2014), and the Structural Review Committee (2012-present). All of these groups' work has involved significant

consultation with constituencies through a variety of methods, including a wide range of Friends active at various levels throughout the Quaker communities of New England.

These groups wrote reports identifying strikingly similar needs. We further believe that what may at first appear as differences in the conclusions of these groups in fact reflect different ways of categorizing overlapping or related concerns, rather than substantive departures in what was heard and reported. These include an emphasis on youth ministry; outreach<sup>3</sup>, welcome and witness; religious education and spiritual nurture for adults; leadership development and training; pastoral care and conflict transformation in meetings; and more inclusive and connected communities<sup>4,5,6,7</sup>. They expressed concerns about our structure being too unwieldy, not fully accountable, ineffective and inefficient<sup>8</sup>. They raised the widely held perception of the yearly meeting structure and work as disconnected from the life of local meetings<sup>9</sup>, which in turn were often disconnected from one another<sup>10</sup>. They noted that we face

*Much labor, over several years, has gone into the effort to redefine [New England Yearly Meeting's] staffing structure. Some Friends worry about the strife that could result from the dialogue. Some Friends are weary of a dialogue that they believe has gone on far too long already. Some Friends despair of reaching unity. (Organizational Options for Staff Structure, 2008)*

cultural challenges that tend to make leadership<sup>11</sup>, change and innovation difficult. They lamented the hesitation to make clear choices<sup>12</sup>. They raised the need for us to clearly define priorities for our work<sup>13</sup> that would create progress toward increased vitality, growth, and effectiveness, and they asserted a deeply felt sense that Friends still had many gifts to offer the world, if we could only find ways to live into those strengths and share them more fully.

Beginning in 2008, the Priorities Budget Process was established to allow more consultation to inform the creation of the annual operating budget. A key part of this work was soliciting input from local meetings as part of "Funding Our Vision Days" hosted by Finance Committee. In 2013, recognizing the need for an even more transparent, collaborative and comprehensive approach to how NEYM stewards and uses resources to

encourage the Quaker movement in New England<sup>14</sup>, an effort was made by the Yearly Meeting Secretary and Treasurer to expand the Priorities Process to discern longer-term priorities for our ministries. Feedback on this experience further affirmed the need for a more robust mechanism to set priorities for the work of the yearly meeting overall that would be creative and inclusive and would lead to effective steps forward. Also in 2013, Coordinating & Advisory Committee with support from Permanent Board initiated an ad hoc consultation between the Personnel, Development and Finance Committees to help us plan with a perspective beyond the next fiscal year, and to begin to develop a mechanism and shared approach for aligning resources with ministry.

After both Sessions and Permanent Board affirmed this direction, the Long Term Financial Planning Committee (LTFPC) was created and charged, and soon after its inception united with the need to continue this discernment of vision and priorities.

*Organization is a good servant but a bad master; the living fellowship within the Church must remain free to mould the organization into fresh forms demanded by its own growth and the changing needs of the time. Where there is not this freedom the Church has its life cramped by ill-assorted clothes, and its service for the world becomes dwarfed or paralysed. (W. C. Braithwaite, NEYM Faith & Practice, p. 121)*

For decades, many Friends have listened, and many have spoken. Many reports have been written, and abundant dreams have been lifted up. **Now we need a plan.** To create a plan, we need to take another step in identifying—even provisionally—what we hope to accomplish in our shared work and ministry together on behalf of Friends in New England.

## The Purpose of This Document

This report does not seek simply to *summarize* the findings of these many sources, but also to go beyond to *distill* and *synthesize*—both from the numerous formal processes mentioned above and from widespread consultation in both formal and informal venues across the yearly meeting—a sense of what might be seen as a key focus for the quickening and nurture of ministry by NEYM in the coming years.

The Long Term Financial Planning Committee hopes this perspective on New England Friends' corporate discernment over many years will be useful to Friends throughout the yearly meeting as we proceed with this important work.

*No reorganization, whether gradual or revolutionary, will make a good world unless the units themselves are good. (Rufus M. Jones, 1937)*

## Wait, Why Exactly Do We Need a Plan, Again?

New England Yearly Meeting of Friends is a community of faith spanning the six New England states, part of a global movement that our spiritual ancestors might have called “The People of God called Friends.”

We’re a church, a religious society, not a for-profit corporation or a social service organization. Why then do we need a plan? The answer lies in how we can best support the work we believe that God has called us to do.

**In a very real way, we could say that NEYM as a whole doesn’t need a mission or vision statement, or a plan.**

While we are one body and one community, it’s helpful to understand that **there are five important ways we are New England Yearly Meeting of Friends.** (These are described in the graphic at right.)

Our “mission” is to be faithful to the continuing revelation of the Life and Power of God among us, supporting one another in faithfulness to the Friend of all Friends and as agents of the Beloved Community in the world.

We don’t need a vision, since we can turn to our Teacher and affirm, “*Be Thou Our Vision.*” And we don’t need a “plan”, because our continuing Hope is to play our humble part in the unfolding of the one great Plan as Love’s work in Creation is revealed and comes to be ever more fully recognized.

*New England Yearly Meeting of Friends is:*

- 1. A People**  
*We are the 5,000 members and attenders of Quaker meetings in our region: the “People of God called Friends” in New England — a web of life-changing spiritual friendships and connections.*
- 2. A Network of Meetings**  
*We are the more than 90 local meetings (congregations) across all six New England states, encompassing diverse ways of worship, sizes and theological perspectives.*
- 3. A Gathering**  
*We are our Annual Sessions, the second-largest Quaker gathering in North America.*
- 4. A Structure for Service**  
*We are the committees, boards and working groups doing work on behalf of Quakers in New England — from socially responsible investing to responding to climate change.*
- 5. An Organization Empowering Ministry**  
*We are an organization with **staff, programs and services**, tasked and committed to support the Quaker movement in New England.*

([www.neym.org](http://www.neym.org))

**The People called Friends doesn’t need a plan.** Our work is to be faithful to how we are led, in relationship with one another and in the expression of the gifts given through us, as we carry our faith and practice as Friends into all corners of our lives.

**Our local meetings don’t all need to adopt a single plan.** Our movement deeply values local autonomy and trusts each community of Friends to discern how the Holy Spirit leads them. While individual local meetings may be led to embrace more focused planning to respond to their own discerned leadings, there is no need or desire for a “one size fits all” approach to how our local faith communities do their work. In this sense, the “plan” being called for at the Yearly Meeting level is to support local meetings, but doesn’t seek to bind

our local meetings to any specific way of approaching their own life and ministry as a faith community.

**The three subsequent ways that we are NEYM, however, require a greater level of organization and shared stewardship of resources toward specific goals**, in support of the foundation of the first two ways.

Friends' experience of divine guidance is that **we are called both to discern God's will** for us and then to **act on that discernment** to the best of our abilities, and making use of all the faculties and skills we have been given for the service of Truth.

In order to organize our Annual Sessions each year, we create budgets and organize volunteers and staff to make it all happen. No campaign to address injustices in our neighborhoods or witness against endless wars would be successful without dozens of phone calls, emails and meetings for coordination. This work is necessary to help get the word out about a transformative spiritual retreat or workshop opportunity. This is even more true when the level of complexity involved in our work expands to include the year-round supervision of skilled staff, the management of complex legal and child safety issues, and the responsibility to provide meaningful and high-quality support to the local communities of faith and practice which are the foundation of our life together as Friends.

**The “plan” we are calling for, then, is intended to help the part of NEYM that is an organization to serve its intended role – supporting and strengthening the Quaker movement in New England.**

This organization was created by the local monthly and quarterly meetings, and exists to serve them. The organization is—and should be—accountable to the local meetings. The part of NEYM that is an organization is a small part of who we are as Friends, but this organization needs a plan. Faithfulness and integrity require us to do this work in the best ways we are able, and to bring to these efforts *all* of the gifts we have been given, including faith, financial resources, intelligence and critical thinking, professional skills, insights informed by concrete data as well as intuition and discerned guidance, and best practices in organizational governance and leadership. **This is why we need a plan.**

## **Vision**

As a simple statement of a vision (the condition in the world to which we hope our work will lead) a general sense of what Friends are hoping for might be something like the following:

***We envision a growing network of transformative, witnessing local faith communities in the Friends tradition across New England.***

“Growing” includes both spiritual and numerical growth. We have repeatedly heard affirmed that spiritual growth and development should be our primary concern and the foundation for our work. The inclusion of numerical growth reflects an aspiration that, looking at the whole display of the Quaker “ecosystem” across New England, both *local meeting membership* and the *number of local meetings* will increase over time. This doesn't mean that all meetings need to be growing numerically or that we need to be

constantly forming new meetings in every region, or even that such growth is the only measure of a healthy yearly meeting. Still, we hope to encourage these two kinds of numerical growth overall, alongside spiritual development and transformation.

By “transformative,” we mean that it is through engaging in the corporate practices of discernment, worship, prayer and seeking to live faithfully together that we grow more fully into lives that reflect the Light. Inviting someone to live as a Friend is asking that person to join a movement with an authentic spiritual practice leading to transformation and growth that has much to offer the world. Living in the Life and Power in the Quaker tradition *changes us*.

“Witnessing” draws on the deepest sense of the Quaker use of the word, suggesting that **local Friends communities should be a sign and a model for the world of justice and integrity** to which our tradition calls us. Friends meetings should shine in our local communities as resources, supports and energizers for the challenges and struggles of our surrounding areas. People should know there are Quakers among them by the humility, love, and vibrant living that our communities at their best help make possible, as we welcome the presence of the Spirit.

Finally, the word “local” signifies that **strengthening NEYM as an organization is not the primary goal of our work**. As we do our work of financial planning, we are not asked to plan simply to support the structure of committees or staff. In Friends’ experience, spiritual formation and transformation happen primarily through life-changing connections at the local level<sup>15</sup>. While the ways that we as Friends organize ourselves may change over time, these person-to-person connections remain central to our understanding of how the Spirit works in relationship. In our conversations about structure and initiatives at the Yearly Meeting level, are we drawing energy or attention away from our local meetings, or embracing work that will lead to their being strengthened and enlivened?

**In all of our work, let us seek to use as a guideline whether the steps we are taking will strengthen or weaken our communities of faith and practice at the local level.**

*Nothing that happens “up at the top” or at “some remote center” or that is done in an office, or a committee room, will be very momentous unless in the last resort it stirs fresh life and brings new vitality into play in the local groups—the little cells—which constitute the Society. The Society of Friends is not a yearly meeting...not a central office somewhere, not a series of committee meetings; it is primarily and essentially a widely scattered number of local meetings, little cells, where the actual vitality and power and future potency of Quakerism is being settled and determined. We work in vain unless we keep our minds focused on these local units...the ganglia and arterial fountains of our spiritual life. (Rufus Jones, “What Will Get Us Ready,” 1944)*

## Ministry Focus

**Identifying any area of focus will mean making difficult choices.** While we would not be laying down all of our other work as a yearly meeting, we *would* be clearly communicating the need to focus our resources on **supporting local meetings**. This

would sometimes mean saying “no” to other needs. While the specifics here would need to be worked out in practice over time, this focus might indeed require laying down some work or adding new resources as we become clearer about what is needed. Some portions of our work that aren’t mentioned here might continue but be approached differently as we consider how these areas of ministry could support vibrant local meetings.

*I wish I might emphasize how a life becomes simplified when dominated by faithfulness to a few concerns. Too many of us have too many irons in the fire. We get distracted...and before we know it we are pulled and hauled breathlessly along by an over-burdened program of good committees and good undertakings. I am persuaded that this fevered life of church workers is not wholesome. Undertakings get plastered on from the outside because we can't turn down a friend. Acceptance of service on a weighty committee should really depend upon an answering imperative within us, not merely upon a rational calculation of the factors involved. The concern-oriented life is ordered and organized from within. And we learn to say No as well as Yes by attending to the guidance of inner responsibility.*

(Thomas Kelly, A Testament of Devotion, 1941)

## Strategy

If we affirm the articulation of the vision above, it follows that to achieve this vision we need to **focus our efforts in the near term on the intensive support of our local meetings.**

We would begin by establishing a clear sense of where we are now, both in terms of measurable data and more subjective perceptions and perspectives (sometimes called an “evaluation baseline”). Our State of Society and annual statistical reports, as well as financial information, records of travel minutes for ministry, and other relevant documents would provide a great starting place. We could then begin to identify **realistic goals** that we believe we can accomplish in a given timeframe. Setting goals before we have a baseline of some kind would be premature, and we need a clearer sense of our current condition first. However, one example of the kind of goal we could set might be increasing attendance at weekly meetings for worship by adults under 35 by 5-7% overall within 3 years. As we go forward, the work of moving toward implementation must be a collective process that engages the whole community if this new direction is to take root and flourish.

*For any religious movement to be effective, it must have able leadership. We know that growth and outreach are dependent upon leaders with vision and understanding who can give capable guidance to our Quaker organizations and to our local Meetings. What we desire is not an authoritarian hierarchy, but rather a multitude of proficient and dedicated workers, with sufficient guidance to give efficient co-ordination and direction to our activities. Organization is not an end in itself, but merely a necessary means for the effective promotion of the Lord's work. (Seth B. Hinshaw, Developing Quaker Leadership, 1964)*



Our *strategy* to accomplish these goals—the way we will go about trying to support local meetings—could be **to increase Friends’ understanding and demonstrated capacity in the following areas**<sup>16</sup>:

- **pastoral care** (e.g., caring for the grieving, responding to mental and emotional health issues, competence regarding gender inclusivity & sexual identity, child & family issues, supporting aging and life transitions)
- **quality of worship** (preparing for, caring for, leading, and deepening worship)
- **conflict transformation** (helping foster constructive conflict, healing relationships, and reducing the negative impacts of conflicts within our local meetings)
- **ministry**<sup>17,18</sup> (including naming gifts, providing care and oversight of service, mentoring, preparing leadership)
- **creating a culture of *welcome and witness*** (supporting outreach/witness<sup>19,20</sup>, inclusion and community-building)
- **spiritual nurture**<sup>21,22</sup> (eldering, accompaniment, formation, exploring Quaker theology and experience)
- **Quaker practice** (clerking, recording, administration, finances)

## Methods/Approaches

Recognizing that a diverse toolkit will be necessary to support the specific needs of local meetings, we imagine building on existing capacities and strengthening new ones in the following ways:

- **networking**—through meeting online and in person, in groups and using the “buddy system”—Friends serving in parallel/corresponding roles in local meetings (e.g., MM clerks, treasurers, M&C members), learning from one another
- **organizing and providing resources** (speakers, programs, logistics) for regional gatherings, including quarterly meetings
- **hosting workshops and trainings** (both at retreat centers like Woolman Hill and on site at local meetings, partnering with quarterly meetings)
- **producing high-quality topical curricula** and short (1-2 pages) accessible resources (print and electronic)
- **sharing news and information about Quaker events and work** through the NEYM website, calendar, publications, email updates and social media
- **coordinating and connecting** traveling ministers and resource people
- **sharing examples and case studies** of innovation and successful strategies across the network of meetings—learning and improving our practice

## Key Insights and Aspirations to Guide Our Work

As we work to support our local meetings, we suggest that we keep before us the following perspectives. We might look at developing queries to be considered in developing and delivering programs in the areas above, to ensure that they are informed by and consistent with the understandings below.

**One Yearly Meeting:** There are many ways we are NEYM, including as a people of faith, a network of local meetings, an annual gathering, a structure for service and an organization providing programs and services. Everyone engaged with Quakers in New England—from lifelong members to people whose children attend a Friends’ school or who are drawn to witness alongside Friends—is in some way a part of New England Yearly Meeting of Friends.

**Growing Toward Wholeness:** An essential aspect of our work if we hope to show how Friends are relevant in the world is to remove barriers and welcome the full participation of people who are seeking to make an informed and Spirit-led commitment to be a part of that movement, especially focusing on removing barriers in regard to race/ethnicity, age, sexuality, gender identity, class, cultural experience, educational and occupational background. Supporting inclusion of and participation by young adults in local meetings is an example of “low-hanging fruit” in this area. To encourage participation, we also need to remove both any reality of and any perception of a lack of openness or access to meaningful participation by all members of the NEYM community—as it exists today, and as it will expand.

**Faithfully Effective:** All of our efforts at discernment and consultation may ultimately prove fruitless if we do not free one another to do our best work. This means using the best of our minds, expertise, financial resources and wider connections in support of the needs we have discerned<sup>23</sup>. To do less is not faithfulness. We need to be honest with one another about our limitations, to ask what gifts and skills are needed to do the work that needs to be done, and then to seek to do that work together effectively. This will mean building a culture of accountability and evaluation, both celebrating and sharing successes/best practices and learning from the opportunities to improve that our failures present. When we are able to hold one another accountable for doing well the work we have discerned and undertaken, we will do better work together, to the benefit of all.

## **Assessment and Evaluation**

Several measurable statistics have been initially suggested as **indicators** for the efficacy and progress of our work as we go forward, including but not limited to:

- monthly meeting membership, especially among young (under 40) adults
- monthly meeting financial contributions to the NEYM annual operating budget (or overall income in support of our operating budget)
- number of Friends active in public ministry in New England<sup>24</sup>
- attendance at Annual Sessions
- attendance at quarterly meetings and/or other regional events
- attendance at weekly meetings for worship (both Sunday and at other times)
- attendance at monthly meetings for business
- Friends visiting to worship in meetings other than their home meeting (visitation)
- visibility in media (print/blog/online media mentions, visits to NEYM website, Facebook Shares/Likes, Twitter followers)

## **We Need Much More Than Numbers**

It may also be wise for us to develop a simple and consistent means of conducting **qualitative surveys** that could be used to establish a baseline and perform periodic assessments of progress in less numerically straightforward areas, possibly including *measures of perception in the strategic areas* and/or *demonstrated examples of effectiveness* – such as through a survey of perceptions of spiritual satisfaction or perceived depth of worship (e.g. “My meeting has discovered new spiritual depths in meeting for worship, as we have benefitted from new understandings of Friends’ practices of vocal ministry and eldership. We’re grateful for the richness that visits from traveling Friends have helped us reach together as a faith community in the past year.”)

One limitation in our ability to measure success is that *practices for record-keeping and reporting of statistical information are inconsistent across our local meetings*, meaning that information being gathered on membership, attendance at meeting, etc., is not highly reliable. In using data more intensively to strengthen our effectiveness, consistency, transparency and accountability, we should recognize that new attention to these details will require new resources. While this improvement does seem possible, and would surely be valuable, our 68 local faith communities (~90 if you include preparative meetings and worship groups) are accustomed to significant autonomy and may not easily or swiftly adopt new practices, so improvement will require an intentional effort.

Another important consideration is that the results of increased focus in our work may not be immediately apparent, both because local meetings will need time to experience the benefits of new approaches and because reporting will lag behind change in experience. It will be important for us to balance our desire for evaluation with patience in the process.

Finally, we might be wise to recognize that we are not seeking to collect comprehensive information, but rather to identify perhaps two or three data points that, monitored closely, could give us a helpful *snapshot* to identify a general trend and to help guide, assess, and perform course corrections for our ongoing efforts.

## **Hopes Going Forward**

As we have said above, the Long Term Financial Planning Committee offers these reflections to seed our conversations and work, in hope that we can proceed together. They are not in any way intended to describe or include all of the various work that will be done by Friends throughout NEYM, but rather to affirm the vital need for us to steward our resources and undertake very specific and focused efforts toward growth, change and renewal of the Quaker way in New England. We look forward to our further conversations as we continue this exploration together. We offer our gratitude to each of you, dear Friends, for your willingness to help our New England Quaker community take these next steps on our 355-year journey of seeking to be faithful.

*Ye have no time but this present time, therefore prize your time for your souls’ sake.*  
(George Fox, 1652)

## ENDNOTES:

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<sup>1</sup> *“The Ad Hoc Procedural Review Committee, appointed in 2003 by Permanent Board brought their concern that a clear mission or vision for the Yearly Meeting is needed. They asked, ‘what are we called to do as a Yearly Meeting, and how do we best serve the members and meetings in New England?’...The committee is confident that appropriate staffing and committee structures can be developed once the needs of the Yearly Meeting are clearly identified.” (Minutes of Sessions 2005)*

<sup>2</sup> *However, these issues were not surfacing for the first time: “The Committee to Study Committee Structure has prepared a revision of a chart presented earlier...” (Minutes of NEYM, #68, 1961)*

<sup>3</sup> *“On every side we hear of “the great people waiting to be gathered.” Are you ready? Am I ready for those who ask: How do you know that God speaks to you? What is unique about Friends’ worship and approach to God? What do Friends mean by a practical religion?*

*If we want to be relevant to our times, we must know the answers to these questions. We must, as George Fox put it, “be possessors of the truth, not just professors of it.”*

*Most of us feel that we are not ready; that our meetings must first provide for the spiritual renewal of our members. But the harvest time is now, “the grain is ripe unto harvest.” Who then can be sent to bring in the harvest? Will it be the Friends General Conference Publicity program, the Yearly Meeting Committees when they are re-organized? Will it be your Quarterly Meeting or your Monthly Meeting? They certainly must provide the climate for the harvest, and the continuing fellowship for us to share, but in the last analysis it is you, each of you in your daily activity, who must gather the harvest. It is up to you, whether you are the newest member of your Meeting or one of those “weighty Friends” we have heard about...*

*You are called to respond to needs, to the thirsting for the fellowship of the spirit, which alone can calm the restless hearts. Only as friend meets friend in the joint actions of living do we experience the Truth; making love visible and making all things new.*

*This gathering will demand more power from us than our weekly meetings alone can supply. Only daily devotion in the family and individual moment to moment commitment to that of God within our friends and in ourselves can take the burden of this work out of time and make it a pleasure in spite of hardship and a joy in spite of suffering. So now, when we hear of the “great people to be gathered,” we must listen also for those words of acceptance, “Here I am; send me.” (Report of Worship-Workshop on Meeting Renewal and Attracting the Seeker, Minutes of NEYM, 1968)*

<sup>4</sup> *“There was a high level of unity in images of the desired future...Friends were asked what they hoped would be true for the Society of Friends in New England five to ten years in the future. The key elements of the response included:*

*Increased membership both in the sense of more Meetings and more members in existing Monthly Meetings. This aspiration was frequently linked to a greater diversity of members with regard to race, ethnicity and class. Deeper spirituality. This aspiration was usually expressed in the context of a concern that Friends as a faith community do not currently have sufficient spiritual depth.*

*More communication and support between Meetings...*

*A greater and more visible presence as a relevant faith community in New England. This aspiration encompassed both our presence as a spiritual or faith organization and our presence with respect to Quaker testimonies” (Organizational Options for Staff Structure, 2008)*

<sup>5</sup> *“At the end of our first year of work, this committee has identified six important areas of focus. The six themes are: Youth, Outreach and Witness, Spiritual Life and Theology, Leadership, Organizational Structure, and Intervisitation.” (Long Range Planning Committee, 2001)*

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<sup>6</sup> *Subjects touched upon [in reports from local Meetings]:*

- *the growth of meetings*
  - *the important vitality offered by the children of our meetings*
  - *the desire to deepen the quality of worship*
  - *healing within the meeting community*
  - *social witness*
  - *continuity in being faithful to God's work, in spite of loss and change*
- (State of Society Report, Minutes of NEYM, Minute #16, 1994)*

<sup>7</sup> *Subjects touched upon [in reports from local Meetings]:*

- *Spiritual growth and development*
  - *Interdenominational and interagency outreach and cooperation*
  - *Delight in our children and Young Friends*
  - *Seeking unity in meetings that contain both Friends who prefer programmed worship and those who prefer unprogrammed worship*
  - *The challenges of small Meeting size (with few seasoned Friends) or isolated Meetings*
  - *Membership issues*
  - *Dealing with conflict and needy Friends and attenders*
- (NEYM State of Society Report, Minute #12, Minutes of NEYM, 1980)*

<sup>8</sup> *"Two years of corporate discernment about how to use the Legacy Gift has undammed a torrent of dreams...Our hope is that this potent seed, this legacy, a "gift from the past to ensure the future" – coupled with our evolving learning about fiscal responsibility, stewardship, and accountability; and who we intend to be as managers, employers...will lead us to the longed-for stability, sustainability and, indeed, vibrant growth of our Religious Society." (Legacy Gift Discernment report to PB, 2/2014)*

<sup>9</sup> *"We would remind Friends that one of our findings, based on interviews and dialogue on this subject, is the widespread view that most Friends in New England either don't know what the Yearly Meeting is or how it is run. There is also a sense that it is run by a group of insiders. We are concerned that the setting of goals, allocation of resources and coordination of collaboration be more transparent to all." (report to PB from Staff Planning Committee, 1/2009)*

<sup>10</sup> *"...we are aware that some meetings are not included...and feel hungry for spiritual nourishment...we support Ministry and Counsel in its continuing search to revitalize intervisitation." (Long Range Planning Committee report to Sessions 8/1981)*

<sup>11</sup> *"In moderation, a concern about how individuals exercise authority within the Society of Friends seems appropriate. Extended to the extreme, however, the concern seems to reflect a rather unFriendly mistrust of other Friends. Or, in a more extreme case, it seems an unFriendly passive-aggressive means of assuring that nothing happens without the person with the concern affirming the decision or action. We believe that it is in keeping with Friends values to extend trust to other Friends who may make decisions or "speak for" NEYM in their staff or volunteer leadership role." (Organizational Options for Staff Structure, 2008)*

<sup>12</sup> *"We trust that Friends appreciate that not reaching affirmative unity on a desired option is, in fact, reaching unity to defer or discard the other options...we want to stress that that option to not change has both long and short-term consequences for NEYM. While appropriate discernment should not be rushed, we urge Friends to forge a road to unity that is a positive choice as opposed to defaulting to the path of least resistance." (Organizational Options for Staff Structure, 2008)*

<sup>13</sup> *"...Friends tended to express the belief that, if NEYM is clear about the value the organization can bring, Friends will give appropriately and NEYM can make a valuable contribution to the life of Friends in New England." (Organizational Options for Staff Structure, 2008)*

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<sup>14</sup> “55. After expressions of concern about the projected deficit of income over expenses, Friends directed the Permanent Board to consider forming a subcommittee to monitor our financial situation, and to recommend new action as necessary.”

“56. In our discussions of finances, we see that there are broader and deeper issues here than the spending and getting of money. We lay ourselves the task of seriously exploring our stewardship of all our resources, material and spiritual, as an urgent need for the coming year.” (Minutes of NEYM, #55-56, 1986)

<sup>15</sup> Rufus Jones wrote: Nothing that happens “up at the top” or at “some remote center” or that is done in an office, or a committee room, will be very momentous unless in the last resort it stirs fresh life and brings new vitality into play in the local groups—the little cells—which constitute the Society. The Society of Friends is not a yearly meeting...not a central office somewhere, not a series of committee meetings; it is primarily and essentially a widely scattered number of local meetings, little cells, where the actual vitality and power and future potency of Quakerism is being settled and determined. We work in vain unless we keep our minds focused on these local units...the ganglia and arterial fountains of our spiritual life. We send down documents from the higher-up brain centers, but documents work no wonders even when they are read, which is not always. (Rufus M. Jones, 1944)

<sup>16</sup> “Possible priorities discerned thus far:

- a. Increase support for the needs of monthly meetings, especially newcomer orientation, pastoral care, quality of worship, and conflict resolution. Renew current meetings and found new meetings.
- b. Strengthen training for adults in Quaker faith and practice.
- c. Provide more opportunities for us to gather as Friends, for fellowship, discernment, worship, spiritual nourishment, and connection on issues of shared concern.
- d. Build and support a culture of outreach.
- e. Develop Friends' capacity to engage in visible and effective witness.
- f. Sustain and grow our vibrant youth ministries, including retreats and pastoral care for youth and families.” (Priorities Process Report for FY2015, 3/2014)

<sup>17</sup> “We need to find ways to season leaders at the monthly meeting and quarterly meeting levels—this means to draw out, to develop, and sometimes to release Friends to service.” (Long Range Planning Report to Sessions, 2001)

<sup>18</sup> “We heard concerns about how the YM can get the kind of leadership it needs at all levels. We note that a misinterpretation of our testimony on equality sometimes prevents us from dealing directly and practically with leadership issues, and sometimes we undermine our own leaders. We see leadership issues arising in connection with YM staff, volunteers working on YM programs, and leadership in the local meetings. We need to find ways to season leaders at the monthly meeting and quarterly meeting levels—this means to draw out, to develop, and sometimes to release Friends to service. In doing this, we need to encourage emerging leadership among Young Adult Friends. We should also be prepared to prevent experienced elders from moving into the background prematurely.” (Long Range Planning Committee report to NEYM Sessions, 8/2001)

<sup>19</sup> Desiring a spiritual renewal and a more fruitful sharing of faith, both individual and corporate within and beyond the meetings of the New England Yearly Meeting... It is requested that each monthly meeting...choose one person within the meeting who appears best able to express such thoughts for special outreach activities. A conference of the individuals so chosen is suggested [to] plan a program of outreach suitable for use by local meetings. This might include a kit of materials to be used by local meetings in planning an appropriate program at the local level.

Woolman Hill appears to be a good place to hold such a conference and in order to make effective such a program by a year from now, the planning conference should be held no later than the Spring of 1968. This program...would be designed to assist local meetings to intensify and broaden [their current outreach work]. (Statement of the Worship-Workshop on Outreach, Minutes of NEYM, #58, 1968)

<sup>20</sup> “Many members in the YM spoke of the need for Quakers in New England to witness more actively in the world. In order to witness, we must know that to which we are witnessing. Do our values and actions flow from

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our faith? Is our faith the foundation for the “why” of all that we say and do? Why should we take outreach seriously? ...because we are led by the Spirit to share what we have found.” (Long Range Planning Report to Sessions, 8/2001)

<sup>21</sup> “We have heard how important spiritual formation and growth is to Friends...Our working group conducted telephone interviews with Friends from six quarterly meetings, and their responses reinforced comments we heard from many other sources during the past two years...Friends spoke in many ways of a hunger for a spiritual life that produces tangible results. There is a sense that we need to become better and better practitioners of Quaker spirituality. We need to gain experience and skill in waiting on the Lord, and in exploring and in articulating our faith in vocal witness and in other service.” (Long Range Planning Committee report to NEYM Sessions, 8/2001)

<sup>22</sup> “As our youth travel throughout other YMs, it has become increasingly clear that they are unable to explain their beliefs and spiritually support their values to others. As adults, we need to not simply live out our values, but we must actively articulate our faith with each other and our youth. The YM needs to encourage and foster such faith discussions among adults and youth at all levels of the YM. Much talk in meetings about beliefs and practices occurs informally among adults, and conversations across the generations are both harder to structure and too rare.” (Long Range Planning Committee report to NEYM Sessions, 8/2001)

<sup>23</sup> 4I. “Anne Kriebel, Clerk, reported for the Ad Hoc Committee on the Financial Health of Yearly Meeting. They have been charged with both responding to the current financial crisis of New England Yearly Meeting and considering long-term needs and ways of funding our spiritual vision. This is at heart the question of the relationship between our spiritual and financial conditions, our feelings and actions regarding money. Anne described two authentic voices heard during budget discussions at Sessions. One cautions against approving a budget without adequate means to support it; the other reminds us of the spiritual dimensions of the Yearly Meeting’s work, and declares that if we only have the will, way will open. We are now faced with the effects of not having adequately heard either voice. While the immediate crisis can be responded to by a small group, it will take all of us working together to respond to the long term needs. (Report from the Ad Hoc Committee on the Financial Health of Yearly Meeting, Minutes of NEYM, 1993)

<sup>24</sup> Some Quaker accounts say that the two queries included in the first annual state of society reports were “How does the Truth prosper among you?” and “How many Friends imprisoned for the Truth have died...” Perhaps today’s equivalent would be recognizing those whose meetings are supporting them in public ministry?

**To:** Permanent Board  
**From:** Lisa Graustein, clerk of Structural Review  
**Date:** May 2015  
**Re:** Update of SR work this year; no action requested

*This update was written and submitted by SR's clerk, Lisa Graustein, and represents her sense of where the committee is; it was not viewed, vetted, or approved by the committee.*

I became the clerk of SR in October, when our first clerk, Janet Hough, stepped down from clerking (SR was formed in the spring of 2013). In October, we began analyzing the input we had solicited and received to form some initial proposals for changes to the NEYM structure. We recognize that culture has a far greater impact on how we do things than structure. We could make many structural changes, but that unless we change some aspects of our culture those structural changes might not make much different. We were also clear that culture change was not the charge of our committee and so made note of the cultural aspects we heard to be most significant to share in our future final report.

We identified keys areas of structural change that would address the issues at hand: declining membership, top-heavy/unfilled committee structure, sense of inner/outer circles, and challenges of time & distance, among others. Everything we do going forward must: 1) increase and improve communication, 2) clarify and provide accountability for expectations at all levels, 3) offer training and support to people in leadership and service roles, 4) increase and nurture community vitality at the MM/QM/YM levels, and 5) allow us to listen and respond to God's call. (If these sound markedly similar to Long Term Financial Planning's SOLAR – they are. We're all clear this is what we need to do!).

We are clear and in unity that we need to offer more, Yearly Meeting-wide gatherings throughout the year for folks to participate in. These would include worship, spiritual nurture, community building, and might include business. We are in unity that we need to offer more and more organized support to our monthly meetings – many of the smaller/more geographically remote meetings don't feel themselves to be much a part of the Yearly Meeting and/or don't know the scope and range of resources available to them from the wider Yearly Meeting. We are in unity that we want to increase the communication between and sense of engagement with PB/M&C and monthly meetings (though are still working out how best to do this).

We are not in unity on much more at this point, though we have a number of other solid ideas and recommendations on the table. This is due in large part to personal and interpersonal dynamics within the committee. A number of us on the committee have had significant personal/health/family issues to deal with this year that has meant less time and energy for SR. We have one committee member who has been in direct opposition to how we have done much of our work, leading to many hours of process conversations with little work accomplished or clarity reached. I have exhausted my not-insignificant facilitation skills and have formally asked for Coordinating & Advisory to intervene in our next meeting, scheduled for June 14<sup>th</sup>.

As part of our earlier conversations about culture, I have consistently asked the committee to give me feedback on my clerking (seeking to model accountability, communication of



expectations and feedback, good practice, etc.). All but 1 of the comments in this feedback over the last 7 months has been about how well I did or didn't do managing the comments and behavior of this one Friend. The situation is highly problematic.

We were also slowed down a bit by the fact that I was unaware of Long Term Financial Planning's existence for their first three months. As we have slightly overlapping chargers, I spent significant time in January/February working with Chris Gant (clerk of LTFP) and C&A to make sure that our work was appropriately coordinated so as to be useful, clear, and in the best service of NEYM. How this unfolded highlights much of deep structural and cultural issues around communication that we need to address.

### **Recommendations:**

1) I would strongly urge PB to consider both the individual gifts of Friends and the overall group dynamics when creating committees. It is also important to match individual's skill sets to the task at hand. I would be happy to talk more about this.

2) I would strongly urge the Yearly Meeting when creating new committees whose work might overlap, draw from, or otherwise be coordinated with an existing committee to make sure communication happens in a timely manner.

### **Going Forward:**

The other big idea on the table (though the committee is not in unity on this) is to create three clusters of committees: Administrative, Pastoral Care & Education, and Witness & Outreach. Over the next year, our existing committees would meet in these respective clusters to discern what work/charges should remain under the care of standing committees and what work/charges might be given to shorter-term working groups. This would allow us to provide content-specific training to committees/committees members, create different levels of commitment (of time, scope, and perhaps travel time) for NEYM work making service more accessible, and allow Nom Com to focus on identifying clerk/recording clerk partners for committees and drawing forth gifts from Friends. It would also significantly diminish the silo-effect most of our committees currently experience. (This is just a short summary of a much bigger and more complex idea – more to come).

I am hoping that with C&A's intervention and support, SR can come to some greater unity and clarity at our June meeting. Personally, I feel that SR has done about what it can do in its current iteration. We have listened widely, we have identified some key areas to address, and we have some recommendations for how to address those areas (with hopefully more coming in June). The dynamics of the committee are such that I will not be continuing with the committee after August. I would recommend that SR be laid down and a smaller, highly skilled implementation group pick up the work. I will share this recommendation with the committee in June and ask for committee's discernment about best course of action for the charge and our work.

Lisa Graustein  
Clerk, Structural Review  
617-740-9377  
lisa2g@verizon.net

**NEYM Student Grant Proposal  
(Revised)  
NEYM Permanent Board  
Meeting on the 9th day of the fifth month, 2015**

**Background and Process Overview**

When the original Student Loan Committee was established the cost for continued education was much less expensive than it is now. With students facing huge bills for tuition, room, board, and supplies, many leave college, graduate school, or other paths of education/skills training facing huge loans. There are many sources for loans and grants, but many of the loans come with high interest rates and some are not available to Friends following their consciences and not registering with the military draft. In this environment it seems that a fund providing financial assistance to Friends who are going to college or pursuing other forms of education/professional training would be very helpful.

We started developing our initial proposal for recreating such a fund by considering the numerous options for providing funds to students for education. We tested an initial draft of the proposal with the Permanent Board and with Young Adult Friends throughout New England, including discussion at the day of Young Adults Consultation held at Moses Brown School in Providence in January, 2015. Our revised proposal was shaped largely by how we selected among these researched options and from the responses we received from Friends across New England. We think the clearest way of presenting our proposal is to first review how we decided among the various options. We will then present our proposal for a New England Yearly Meeting Student Grant Program.

**Providing Grants or Loans?**

The original Student Loan Committee got into trouble because it didn't maintain accurate records of the status of its loans. The paperwork required for keeping track of loans makes it a time-consuming process, and gives the administrators the possibly uncomfortable task of following-up on delinquent loans. It also has resulted in the situation where those recipients who are most connected to NEYM continue to be solicited for their loan while those we have lost contact with are no longer asked.

This committee is willing to administer the new program if it is a grant program. This makes the program much more helpful to the recipients. It also makes it a more manageable task for the committee. As a grant program it means that the program will run out of funds in a shorter time or a larger fundraising effort will be essential if Friends unite in support of a Long-Term grant program.

**Raise Funds to Continue an Educational Grants Program?**

We have heard from a number of Friends who feel that NEYM should prioritize supporting students financially and should, in the near future, create a committee for fund raising for student education. We would welcome adding to the fund's resources through the designation of some of the Legacy Fund to this educational grant program. However, there are likely to be many competing proposals for use of the Legacy funds, so we don't expect this to come about. At this time the Yearly Meeting is operating with a deficit budget and the Development Committee is struggling to raise even the budgeted funds for operating expenses. Therefore we do not feel we can ask the Development committee to do additional fundraising for a new long-term grant program fund.

Due to NEYM's current budget deficit, it seems that this is not a good time to start a new fund that requires a significant fundraising effort. Additionally, this committee is unwilling to administer this fund if raising money were one of the responsibilities. Therefore we are clear that this is not the time to try to establish a new endowment, or raise funds for student grants.

We can, however, envision a future decision by the Yearly Meeting to prioritize funding for educational purposes. This path needs to be clearly discerned by the Yearly Meeting as a whole, not solely the Student Loan/Grant committee. We propose to spend down half of the total remaining balance in the fund in the coming year, leaving half for the funds for the subsequent year, or years until the balance zeros out. We hope that this plan will provide a buffer period for NEYM to have a chance to discern whether it wishes to develop fundraising efforts to address the need and desire to support our community's educational pursuits.

### **Eligibility for Receiving Grants**

Hearing some past experiences where educational funds have been given to individuals who were not really qualified, we considered what requirements to place upon those applying for these grants. Should they be members of a Meeting? Should attenders of a Meeting be eligible? How about individuals who have been active with the NEYM youth retreats? How do we assure that the individuals are really eligible?

Our proposal is that members of monthly meetings in NEYM and their children be eligible, as well as individuals who have been active at the monthly, quarterly, and/or yearly level within NEYM, or who have been regular attenders in the NEYM retreat programs. A letter from the relevant Meeting clerk, or NEYM staff person would be required to demonstrate their eligibility. This has two advantages – it rewards those who are most committed to the Religious Society of Friends, and it is clear whether the applicant qualifies or not.

### **Should the funds be made available to any student or should they be taking some minimum course level?**

While full-time students bear the largest burdens, others may not be full-time students since they are unable to due to their financial situation. Therefore the funds should go to someone working towards an educational qualification of some kind – this could be college or advanced degrees or could be a training program, however.

We also considered establishing some form of prioritizing of applications based upon (presumably financial) need, and decided that need could be reported through personal essay written by the applicant and in the supporting sponsor's letter. We would not require the standard FAFSA forms used by college and university financial aid offices. We were not eager for the student grants committee to take on the tasks of developing and administering the criteria, nor would we want to have to tell an applicant they were less worthy of the funds than another.

We thus decided the only qualifications would be membership (the student or parent), or active participation in NEYM, and being a student in pursuit of an educational/training goal. And need would be assessed by the personal statement and letters of support accompanying the application form.

### **Once a student has received a grant, should they be eligible when there is another round of applications?**

Allowing recipients to apply again seems to make the grants more helpful, but limiting one grant per recipient per year would help spread the available funds to as many Friends as possible. We decided to limit each student to one application per calendar year, thus preventing the fund from being drained by just a few students in a period of a few months.

### **How to Distribute Funds?**

We first considered distributing the funds randomly to the first qualified applicants. However, that seems to give an unfair advantage to well-connected Friends, especially in a situation where the funds are going to be used up fairly quickly. Instead, we decided to set a deadline for applications and distribute the funds evenly among the qualified applicants. If word of the available funds is spread widely and enough time is given for people to learn of the program and submit applications, we feel the program would be as fair as possible for eligible students.

### **When to Distribute Funds?**

College financial decisions are generally made during the Spring (April – May) of each year for programs of study beginning in the following fall semester, but grants would also be welcome to students with the beginning of the Spring semester (January – February). If this proposal is approved in time to publicize the new grant program during NEYM Sessions, we could establish an initial December 15 deadline for applications, with the first awards to be made for spring semester of 2016. A second application deadline of April 15 would follow with funds awarded for the fall of the same year.

### **Our Proposal**

We propose to make the funds remaining from the Student Loan Program available as grants for students seeking educational/training advancement who are either: 1) members of monthly meetings within NEYM, 2) children of members of the meetings within NEYM, or 3) persons who have been active in the life of our Yearly Meeting through its programs. Grants will be \$2,000 each, unless the remaining available program funds are insufficient to provide that amount to all successful applicants. In that event, the available funds will be divided equally among the successful applicants. The total amount of award money available in the first year of the program will be one half of the total funds held in the fund's account at the time of awardee decision making. The second year's program would either spend out the remaining balance in the same way, or remaining funds would roll over to a subsequent year. This schedule would continue until all funds are paid out.

A grants committee of three to five members shall be named by Permanent Board. This committee will develop the grant application form and will prepare and disseminate the announcement of the availability of these funds, publicized through the NEYM website and a letter to all Monthly Meeting clerks. They will review the applications and submit a list of grant recipients to the NEYM treasurer.

Applicants will submit an official application by the announced deadline with an essay explaining their need and a letter from the clerk of their Monthly Meeting documenting their eligibility according to the requirements for the grant. No student will receive more than one grant per calendar year.

The initial set of applications will be due on December 15, 2015 with subsequent sets of applications due on April 15. The December and April deadlines will hold for each year until the available funds are exhausted.

**Current loan holders**

We propose the termination of further accrual of interest on any outstanding loan balances as of date of approval of this proposal by permanent board. We suggest that all other stipulations of the old loan program be continued in total. Some members of the current Student Financing Subcommittee are willing to be responsible for continuing to call in the remaining outstanding loans.

Respectfully submitted,  
The NEYM Permanent Board Student Financing Subcommittee  
Ian Harrington, convener  
Justice Erikson  
Galen Hamann  
Allan Kohrman  
Rebecca Leuchak

## **Minute clarifying the role of the Presiding Clerk and Yearly Meeting Secretary in making time-sensitive statements on behalf of NEYM**

An ad-hoc subcommittee of the NEYM Permanent Board would like to submit a draft minute for the board's consideration.

### **Background**

When experiencing events of major consequence such as military actions, capital punishment court cases, and votes on crucial legislation, New England Friends have been asked to or have wished to make statements on behalf of New England Quakers. However, there has been no policy clearly identifying who can speak for the Meeting between Sessions and what they can, can not, and should do.

At its February 21, 2015 meeting, the NEYM Permanent Board named an ad-hoc subcommittee to consider this matter and bring a proposal to the next meeting of the Permanent Board. The subcommittee met by conference call on April 9, 2015 and approved the following draft minute for the board's review.

### **Minute**

Between Annual Sessions, when in the discernment of the Presiding Clerk and Yearly Meeting Secretary a public voice for the Yearly Meeting is urgent and appropriate, the Presiding Clerk and Yearly Meeting Secretary are expected to represent the Yearly Meeting's historical testimony and minutes, along with the experience of the wider body of the Religious Society of Friends. We trust that they will exercise discernment and restraint in any exercise of this authority, mindful of their responsibility to preserve the integrity of Friends' witness to the Light.

This could include, but would not be limited to, collaborating with other organizations in joint statements or actions; signing onto *amicus curiae* briefs; signing petitions and letters of concern as an organization; sending letters of concern to other yearly meetings affected by wars, terrorism and natural disasters; and making time-critical comments to public officials.

When time allows, the Clerk and Yearly Meeting Secretary should seek approval from the Permanent Board. The Clerk and Yearly Meeting Secretary should confer with each other and be in accord before taking action. If one or the other is not available to confer, the Presiding Clerk or Yearly Meeting Secretary should confer with the clerk of Ministry and Counsel and/or clerk of Permanent Board.

Statements made by the Presiding Clerk and Yearly Meeting Secretary should be anchored in our faith as Friends; articulate how the statement is linked to our

testimonies, our *Faith and Practice*, and past minutes approved by the Yearly Meeting and the NEYM Permanent Board; and use the resources of the Yearly Meeting's members known to share deeply the relevant concern. If necessary the Presiding Clerk may call a special meeting of Coordinating and Advisory Committee to aid in discernment. Care should be taken that statements made do not interfere with or interrupt ongoing discernment of the monthly and quarterly meetings.

Furthermore, these Friends may ask an individual member to speak for the Yearly Meeting in a specific instance in which the individual can draw on her or his expertise in the relevant area of concern.

Notification of any public action taken under this policy should be shared with each of the monthly and quarterly meetings at the same time as any statement is shared with the public. At the next meeting of the Permanent Board or Annual Sessions, the Clerk and Yearly Meeting Secretary are expected to report on any such statements and actions they have taken in the interim between meetings of that body. At or in preparation for the Annual Sessions all such statements and actions would also be shared with the whole body. Their actions and joint statements with other bodies should be archived in the NEYM records. When the Clerk or Secretary are instructed to act by a minute of the Yearly Meeting in Session or the Permanent Board, they are expected to report how they have carried out the task. This follow up should be done by written report at the next meeting of the Permanent Board or Sessions of the Yearly Meeting.

In approving this minute, New England Yearly Meeting encourages monthly and quarterly meetings to consider their own processes for time-sensitive action consistent with the discernment of their meeting community, with the hope that Friends' witness might grow more visible and vital.

#### **Action**

We request the Permanent Board review this proposed minute and approve it for consideration at the 2015 Annual Sessions of the New England Yearly Meeting.

#### **Signature**

Submitted by Ian Harrington on behalf of the ad-hoc subcommittee:

Galen McNemar Hamann  
Hannah Zwirner Forsythe  
Ian Harrington  
Noah Baker Merrill  
Rosemary Zimmermann  
Sarah Gant

Joining us in our discernment were the following:

Edward Baker

Fritz Weiss

Jackie Stillwell



**Internal Nominating Committee  
Report to Permanent Board  
May 9, 2014**

Internal Nominating Committee is submitting three names for approval by Permanent Board. They are:

**Rebecca Steele** - Permanent Board Recording Clerk

**Neil Blanchard** - Personnel Committee

**Connie Kincaid-Brown** - YM Nominating Committee

All current appointments are included in the attached table.

Submitted by,

Donn Weinholtz  
Clerk - Internal Nominating Committee

**Internal Nominating Committee Report to Permanent Board May 2015**

**Clerk:** Holly Baldwin 2012 – 2015  
(Sarah Gant -2015-2018)

**Recording Clerk :** Bruce Neumann 2012-2015  
**(Rebecca Steele: 2015-2018)**

2015	2016	2017	2018	2019
Aimee Belanger Ben Guaraldi Galen Hamman Jan Hoffman Rebecca Leuchak Patsy Shotwell Rosemary Zimmerman	#Sarah Gant #Sandy Isaacs Bruce Neumann Elias Sanchez-Eppler Fritz Weiss Nancy Isaacs Elizabeth Szakowski	Holly Baldwin #Suzanna Schell Sara Smith Karen Sanchez-Eppler Travis Belcher Hannah Zwirner	Susan Davies # Donn Weinholtz Jean McCandless Rebecca Steele Jeremiah Dickinson Rocky Malin Leanna Kantt Justice Erikson	Jacqui Clark Ian Harrington Chris Gant Ginny Bainbridge Bill Walkauskas Philip Stone #Deanna Chase #Carolyn Stone #Allan Kohrman

# in second term (can't be reappointed)

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

Sub Committee	2015	2016	2017	2018
<b>Clerks Nominating</b>	Christopher McCandless Rosemary Zimmerman	Allan Kohrman Ben Guaraldi	Fran Brokaw +Benigno Sanchez-Eppler <b>(resigning)</b>	
<b>Personnel</b>	+Judith Shea (re-signed -vacancy)  Carolyn Stone	Rebecca Leuchak Jan Hoffman Bob Murray Edward Baker	Chris Gant  Jacqui Clark Elizabeth Szakowski	<b>Neil Blanchard</b>
<b>Internal Nominating</b>	Donn Weinholtz Sarah Sue Pennell	Patsy Shotwell Carolyn Stone	Susan Davies	# Donn Weinholtz + # Sarah Sue Pennell
<b>YM Nominating at Large</b>	Nancy Isaacs Connie Kincaid-Brown	Rhoda Mowry Virginia Bainbridge Eileen Cummings <b>(resigned-vacancy)</b>	+ Sara Sue Pennell Richard Ristow  Leslie Umans	<b>Connie Kincaid - Brown</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)

Friends Camp Nominating: Brad Bussiere-Nichols, Mary Knowlton (2015 – 2016)

Report to Permanent Board from Puente concerning our relationship with the Friends Church in Miami

**Purpose:** The Puente committee would like to acknowledge the relationship with the Friends Church in Miami and to make the Yearly Meeting more aware of how essential they have been to sustaining the Bridge of Love throughout our relationship with Cuba Yearly Meeting. We will be sponsoring a representative from the Miami Friends Church to our annual sessions along with the two representatives with Cuba and encourage friends to welcome them.

**Background.** The Miami Friends Church has been a silent partner in the relationship between NEYM and CYM; they are a part of North Carolina Yearly Meeting; but feel a stronger connection with CYM and with NEYM. The changing relationship between our countries will also change the manner and heart of the relationship between the two YM's and we anticipate that our reliance on the Friends Church in Miami will be critical to the strength of the bridge we have built.

**Actions:** None. The Puente committee expects to celebrate the important role Miami has played at sessions. We anticipate that there may be policy changes brought to the attention of PB in coming years.

## **Request to Permanent Board for the Selection of NEYM Representatives to the FWCC International Representatives Meeting (IRM) in Pisac, Peru, January, 2016.**

The Friends World Committee for Consultation New England Committee met on April 15, 2015 and discerned names of NE Friends to represent New England at the meeting of the world body. The named Friends meet the guidelines that were suggested by the FWCC World Office. The names and contact information for the individuals that were discerned are listed below. The timeline for submitting these names indicates that NEYM is to inform the World Office by April 1, 2015 as to the number of people NEYM will send as representatives and the names and contact information for the representatives by July 6, 2015. Thus the committee is requesting that Permanent Board determine the number and names of the representatives and forward them to the World office. Harry Albright is the contact person there. [harrya@friendsworldoffice.org](mailto:harrya@friendsworldoffice.org) When you have completed that task please also inform our committee clerk, Dorothy Grannell, [dorothygrannell@maine.rr.com](mailto:dorothygrannell@maine.rr.com)

Rachel Guaraldi, 5 Russell Rd Apt. 1, Somerville, MA 02144-1525, (443)824-2055, [rachel.guaraldi@gmail.com](mailto:rachel.guaraldi@gmail.com)

Ben Guaraldi, 5 Russell Rd Apt. 1, Somerville, MA 02144-1525, (617) 869-8457 [benguaraldi@gmail.com](mailto:benguaraldi@gmail.com)  
[orben@bluesock.org](mailto:orben@bluesock.org)

Jacqueline Stillwell, PO Box 893, Wilton, NH03086-0893,603-933-2608, [jacqueline.stillwell@gmail.com](mailto:jacqueline.stillwell@gmail.com)

Noah Baker Merrill, 7 Small Meadows LN, Putney, VT 05346-8642, 617-615-6396, [ymsec@neym.org](mailto:ymsec@neym.org)

(FWCC Policy) The World Office indicated that representatives of affiliated yearly meetings should make the appointments of their designated number of representatives. New England Yearly Meeting is eligible to send 4 representatives to this IRM. The guidelines for yearly meetings from the International Planning committee are:

- Equal numbers of women and men
- 25% of your representatives under the age of 35
- A mix of people who have not attended international gatherings and those who have
- Friends seeking a spiritually transformative experience
- Friends who anticipate being able to be in an altitude of 3,225 meters or 10,580 feet

### How the recommendations fit the guidelines:

Rachel and Ben have both been to Young Adult Friends World Conference and the 6<sup>th</sup> World Conference. Ben represented NEYM at the 6<sup>th</sup> World Conference in Kenya, 2012. Rachel directed the video about this IRM for the World Office. We believe that Rachel is under 35 or close to that age. Rachel has agreed to serve on the FWCC of NE committee beginning this summer and has worked with the Section of Americas on various committees.

Noah and Ben are males, Jackie and Rachel are females.

Noah Baker Merrill was a keynote speaker at the World Conference in 2012, he is the current executive secretary of NEYM and has served on the Executive committee of FWCC Section of the Americas. He created the logo for this IRM

Jackie Stillwell has attended a section meeting this year but never a world or IRM meeting of FWCC. As she now directs Right Sharing of World Resources. Having an experience of a world gathering will enhance her work as well as her understanding of Friends worldwide.

Our committee believes these Friends will represent NEYM well at this world gathering and that they will bring back important information and reflections to the yearly meeting as well as local monthly meetings. The fact that they have facility in Spanish will enhance their participation in the meetings as well.

The announcement from the World Office describing the FWCC policy and guidelines for selecting representatives (2/25/2015) is included with this request as is the article entitled "What is the FWCC World Plenary Meeting (IRM)?" These two documents describe the IRM and outline the guidelines for naming representatives. The costs for registration and travel and describes the need for yearly meetings to raise funds for their own representatives as well as for those from yearly meetings located in emerging economies.

FWCC of NE has requested a budget item for 2016 Representative Travel funds of \$800 per representative for a total of \$3200 in representative travel funds. This amount is unlikely to completely cover the costs of transportation. Representatives are urged to do their own fund raising from their meetings and quarters to help cover the cost of registration which is expected to exceed \$1,000 per person. The committee is committed to assisting in raising money for representatives and for travel funds for Latin American Friends. This may take the form of applications to foundations as well as making requests to meetings where presentations are made for World Quaker Day or other sessions concerning the work of Friends World Committee for Consultation, Section of the Americas.

For more information concerning the IRM in Pisac, Peru ***Living the transformation: Creation waits with eager longing for the revealing of the children of God (Romans 8:19)*** please see the article at [www.fwccworld.org/peru/index.html](http://www.fwccworld.org/peru/index.html) and *Living the Transformation* video at <https://www.youtube.com/watch?v=cNKVPlyH3qg>

These nominations for representatives are submitted on behalf of Friends World Committee for Consultation, New England by Dorothy Grannell, clerk  
April 20, 2015.

Dear Friends,

Thank you so much for welcoming Sheila Garrett to your Meeting community as she witnesses by walking from New England to Georgia.

Sheila Garrett is an active member in good standing of Putney Friends Meeting, in Putney, Vermont. She has been a member of our Meeting for a short time, but known to many of us as a faithful longtime member of New England Yearly Meeting. She has participated in a clearness process with members of Putney Meeting and continues to receive support for her planning and resolution of this project.

Sheila has walked many years as a witness for social justice and peace, alone and with others. In the past she has walked for up to three weeks at a time and has now been called to spend four months walking to GA. Because she chooses to live simply and is now at retirement age, Sheila is able to take the time for this pilgrimage and grateful to be in good health to allow for such a walk.

Her message is a simple blessing - Peace Be with You. She has found that this message very often opens opportunities for dialogue with a wide variety of people to talk about their concerns as well as hers. Since 2011, when Sheila travelled by train and bus to Koinonia Farm and Fort Benning for the annual School of the Americas Watch, she has felt called to walk there. She has worked diligently to plan hospitality and accompaniment for the journey. We are grateful to you all for helping her along her way and feel confident that her presence in your meeting and community will be beneficial to all.

Sheila lives a life as a Friend and a peacemaker continuing to answer the call to go into the world to share her concerns and to hear the concerns of others. Putney Monthly Meeting asks you to care for and assist our Friend as she again follows her leading to travel from New England to Georgia.

Peace be with you.

Carol Forsythe,  
Presiding Clerk, Putney Friends Meeting

Approved by Putney Friends Meeting January 18, 2015

Approved by Northwest Quarterly Meeting March 1, 2015  
Constance J. Kinward-Brown - Presiding clerk

# Belfast Area Friends Meeting

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March 9, 2015

Noah Baker Merrill, Secretary  
New England Yearly Meeting  
901 Pleasant Street  
Worcester, MA 01602-1908

Dear Noah,

Greetings from Belfast Area Friends Meeting! We are excited to let you know of our continued growth in Spirit and, as a natural outcome, the number of Friends and Attenders who gather each week in worship.

In November 2009, I first attended Meeting for Worship with Belfast Area Friends. Not easily located in a town some eight miles from Belfast, I was greeted by a seasoned Friend. She and I were the only ones to gather that particular First Day. During subsequent weeks, there were often 4 or 5 of us who sat in waiting worship. But, given our rural location and lack of outreach, our close to 30 year-old monthly meeting was hard-pressed to attract, let alone retain newcomers.

Five years later, we are in a down-town Belfast location. We maintain listings in Quaker and non-Quaker print and electronic sites; enjoy a monthly Quaker Studies Group and mid-week worship; gather for retreats, pot-luck suppers, and other gatherings that support our sense of unity as a Quaker faith community; and practice a monthly worship-sharing on an aspect of Quaker faith and practice. Having functioned as a committee-of-the whole for years, we have reestablished a discrete Ministry and Counsel. We have deepened our connection with our Quarter and established a relationship with NEYM through attending Sessions, involvement in NEYM committee work, and inviting NEYM staff to visit us. We have designed and printed "rack cards" and a "Welcome to Meeting for Worship" flier for newcomers. Our inreach and outreach efforts are bearing fruit: Those who visit us are staying and learning and growing as they discover that Belfast Area Friends welcomes them as they come and provides the nurturing setting in which they can grow in Spirit and Faithfulness. Recently, 19 gathered together in worship, and – even in the midst of winter – we can anticipate 10-14 most First Days.

Our current home is in the ell of the Belfast First Baptist Church. We have a dedicated entrance accessed by a path through a little garden. We can be found, but not always easily, as we are in another faith group's building. Belfast Area Friends would like to make our presence more clearly known by erecting a simple, inviting sign. We have approved a design rendered by a local sign-maker, the cost of which is \$486. Additional costs -- town permits, posts, and installation – are expected to bring the total closer to \$600. Our annual budget is less than \$4,300, almost half of which goes to rent.

We have nurtured our meeting. The seeds planted have sprouted and grown. We would like to take yet another step in opening our hearts and meeting to our community. But, we need help.

Are there funds in NEYM to support the outreach efforts of small meetings such as ours? Any assistance you might offer to offset the cost of signage would be appreciated.

In gratitude for considering our request,

A handwritten signature in cursive script, appearing to read "Leslie".

Leslie Umans, Clerk, on behalf of  
Belfast Area Friends Meeting