

Permanent Board
Agenda: 20 February 2016

Opening Worship, Remembrance of Nancy Isaacs
Welcome and Housekeeping

Roll Call
Minutes: 21 November 2015

NEYM Presiding Clerk's Report
NEYM Secretary's Report

Treasurer's Report
Finance Committee
Development Committee

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

Personnel Committee
NEYM Child Care Policy

Archives Committee
Long-Term Financial Planning Committee

NEYM Nominating Committee
Internal Nominating Committee
Clerk's Nominating

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Announcements:

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

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

Presiding Clerk report to Permanent Board
2-20-16

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

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

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

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

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

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

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

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

Dear Friends,

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

Staff Support for the Archives transition

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

Staff professional development

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

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

Recent security upgrades

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

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

New email marketing provider

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

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

Shoemaker grant received, awaiting response on QuakerSpeak proposal

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

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

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

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

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

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

Sessions planning & preparation

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

Emerging Practices in Quaker Outreach conference planning continues

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

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

as well as PDF resources from the workshops online.

SAGE program continues development

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

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

###

Memo on Current Status of Grants Administered by NEYM

2/20/2016

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

Dear Friends,

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

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

Grants in process under the administration of NEYM:

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

Grants received since Sessions:

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

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

Proposals submitted:

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

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

Proposals under consideration, to my knowledge:

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

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

###

Treasurer's Report to Permanent Board

February 8, 2016

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

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

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

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

Shearman Taber
Treasurer

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

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

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

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

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

NEYM
Balance Sheet
As of February 1, 2016

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

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

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

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

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

Policy on electronic requests and authorizations for reimbursement

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

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

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

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

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

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

Common Reimbursements: Common examples are described below for reference.

Committee Budget Requests

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

Authorization: Committee Clerk

Committee Member Travel

Eligibility: Committee members traveling to committee meetings.

Authorization: YM Secretary

Representative Travel

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

Authorization: Currently - Presiding Clerk; Recommended - YM Secretary

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

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

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

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

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

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

Sara Smith, clerk of the NEYM Development Committee

1. Friends Camp Mission Statement

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

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

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

3. Friends Camp Committee

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

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

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

4. Nominating Process for the Friends Camp Committee

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

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

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

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

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

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

5. Camp Committee Membership & Terms

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

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

6. The Governance Practices of the Friends Camp Committee

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

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

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

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

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

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

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

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

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

7. Budget process

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

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

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

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

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

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

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

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

8. Professional Leadership

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

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

9. Hiring & Evaluating the Camp Director

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

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

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

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

10. Friends Camp Committee Executive Council

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

Friends Camp Governance Document Appendices 1-4

Appendix 1:

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

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

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

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

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

Appendix 2: Friends Camp Committee – Volunteer Portfolio Descriptions

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

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

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

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

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

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

Some additional duties may include:

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

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

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

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

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

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

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

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

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

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

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

Finance and Development Sub-Committee:

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

Personnel Sub-Committee:

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

Building and Grounds Sub-Committee:

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

Health and Safety Sub-Committee:

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

Program and Evaluation Sub-Committee

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

Appendix 4

Mission

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

Friends Camp Objectives

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

Revised purposes and procedures for Friends Camp Committee

Revision 8/5/2014, Approved at Sessions 2014

Introduction

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

Purpose

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

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

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

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

Procedures

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

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

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

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

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

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

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

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

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

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

NEYM PERSONNEL POLICY MANUAL

Submitted for Review by Permanent Board 2/20/16

I. INTRODUCTION	1
II. EMPLOYEE OVERSIGHT AND NURTURE	1
A. Employee Status Definitions.....	1
B. Individuals Not Holding Employee Status.....	2
C. Personnel Committee	3
D. Staff Supervision.....	4
III. SEARCH PROCESS, EMPLOYMENT, AND TERMS OF EMPLOYMENT.....	4
A. Recruitment, Appointment and Reappointment	4
B. Job Descriptions.....	6
C. Work Hours.....	7
D. Performance Appraisals.....	8
E. Termination of Employment	8
F. Conflict Resolution.....	9
G. Records and Permanent Files.....	9
IV. COMPENSATION	10
A. Salary Range	10
B. Cost Of Living Adjustment.....	10
C. Merit Increases.....	10
D. Compensation Procedures.....	10
E. Payday	11
F. Payroll Deductions	11
V. REGULATED OR DEFINED BENEFITS.....	11
A. Employer’s Costs.....	11
B. Defined Employee Benefits	11
VI. GENERAL EMPLOYEE BENEFITS.....	12
A. Vacations	12
B. Holidays	12
C. Spiritual Retreats.....	13
D. Health And Personal Leaves.....	13
E. Reporting and Record Keeping of Staff Supervised by the Yearly Meeting Secretary	14
VII. EXPENSES	14
A. Budgets	14
B. Reimbursement	15
C. Automobile Expenses.....	15
D. Other Expenses	15
E. Conferences.....	15
F. Credit Card Use	15
VIII. PROFESSIONAL EXPECTATIONS.....	16
A. Child Safety	16
B. Sexual Harassment.....	17
IX. PROVISIONS FOR REVISION	19

I. INTRODUCTION

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

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

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

II. EMPLOYEE OVERSIGHT AND NURTURE

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

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

A. EMPLOYEE STATUS DEFINITIONS

1. MANAGERIAL-LEVEL STAFF

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

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

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

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

2. NEYM ADMINISTRATIVE AND PROGRAM STAFF

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

a. Regular and Temporary Definitions

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

b. Full and Part-time Definitions

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

c. Benefits Eligibility

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

B. INDIVIDUALS NOT HOLDING EMPLOYEE STATUS

1. CONTRACTORS

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

2. VOLUNTEERS

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

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

3. FRIENDS CAMP STAFF

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

C. PERSONNEL COMMITTEE

1. STRUCTURE AND REPORTING

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

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

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

2. RESPONSIBILITIES

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

The Personnel Committee:

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

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

D. STAFF SUPERVISION

1. YM SECRETARY

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

2. FRIENDS CAMP DIRECTOR

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

3. ADMINISTRATIVE AND PROGRAM STAFF

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

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

III. SEARCH PROCESS, EMPLOYMENT, AND TERMS OF EMPLOYMENT

A. RECRUITMENT, APPOINTMENT AND REAPPOINTMENT

1. APPOINTING AUTHORITY AND CONFIRMATION

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

2. NON-DISCRIMINATION

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

3. BASIS OF CONSIDERATION

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

4. ANNOUNCEMENT OF POSITION AVAILABILITY

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

5. SEARCH PROCESS

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

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

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

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

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

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

6. APPOINTMENT LETTER

Upon notification of an appointment:

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

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

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

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

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

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

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

7. ORIENTATION FOLLOWING APPOINTMENT

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

B. JOB DESCRIPTIONS

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

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

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

C. WORK HOURS

1. FULL-TIME AND PART-TIME EMPLOYEES

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

2. OVERLOADS

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

3. SESSIONS ATTENDANCE, WEEKEND WORK

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

4. COMPENSATORY TIME

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

5. OFFICE HOURS AND TELEPHONE AVAILABILITY

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

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

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

hours in any week.

D. PERFORMANCE APPRAISALS

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

1. PHASE ONE

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

2. PHASE TWO

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

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

E. TERMINATION OF EMPLOYMENT

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

1. RESIGNATION

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

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

2. DISMISSAL

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

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

3. ELIMINATION OF POSITION

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

4. MID-YEAR CHANGE IN STAFFING

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

F. CONFLICT RESOLUTION

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

G. RECORDS AND PERMANENT FILES

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

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

the employee's permanent records.

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

IV. COMPENSATION

A. SALARY RANGE

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

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

B. COST OF LIVING ADJUSTMENT

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

C. MERIT INCREASES

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

D. COMPENSATION PROCEDURES

1. NEW HIRE: MANAGERIAL-LEVEL

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

2. NEW HIRE: ADMINISTRATIVE AND PROGRAM-LEVEL

The supervisor sets the starting pay within the budgeted amount.

3. CONTINUING STAFF

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

E. PAYDAY

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

F. PAYROLL DEDUCTIONS

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

V. REGULATED OR DEFINED BENEFITS

A. EMPLOYER'S COSTS

1. SOCIAL SECURITY AND MEDICARE

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

2. WORKER'S COMPENSATION

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

3. UNEMPLOYMENT COMPENSATION

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

B. DEFINED EMPLOYEE BENEFITS

1. HEALTH INSURANCE

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

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

2. RETIREMENT

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

3. HEALTH CARE AND DEPENDENT CARE REIMBURSEMENT

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

4. DISABILITY INSURANCE

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

VI. GENERAL EMPLOYEE BENEFITS

A. VACATIONS

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

B. HOLIDAYS

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

C. SPIRITUAL RETREATS

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

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

D. HEALTH AND PERSONAL LEAVES

1. HEALTH LEAVE

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

2. PERSONAL LEAVE

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

3. MATERNITY/PATERNITY/ADOPTION LEAVE

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

4. LEAVE OF ABSENCE WITHOUT PAY

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

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

5. JURY DUTY

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

6. SABBATICAL LEAVE

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

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

1. VACATION AND LEAVE

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

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

2. COMPENSATORY TIME OFF

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

3. NON-EXEMPT EMPLOYEES

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

VII. EXPENSES

A. BUDGETS

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

B. REIMBURSEMENT

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

C. AUTOMOBILE EXPENSES

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

D. OTHER EXPENSES

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

E. CONFERENCES

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

F. CREDIT CARD USE

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

VIII. PROFESSIONAL EXPECTATIONS

A. CHILD SAFETY

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

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

SCREENING

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

EXPECTATIONS

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

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

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

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

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

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

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

REPORTING AND RESPONDING

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

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

B. SEXUAL HARASSMENT

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

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

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

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

Definition of Sexual Harassment

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

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

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

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

Complaints of Sexual Harassment

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

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

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

Sexual Harassment Investigation

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

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

Disciplinary Actions

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

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

actions.

State and Federal Remedies

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

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

IX. PROVISIONS FOR REVISION

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

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

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

New England Yearly Meeting Child Care Policy

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

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

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

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

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

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

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

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

February 12, 2016

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

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

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

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

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

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

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

Restrictions and exceptions:

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

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

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

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

Memorandum of Understanding

Part 1.

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

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

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

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

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

A. Contacts and organizational structures

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

B. Ownership Issues

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

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

C. Copyright Issues

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

D. Privacy and Sensitivity Issues

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

E. Ongoing Deposits

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

Internal Nominating Committee Report to Permanent Board Feb.,2015

Clerk: Sarah Gant 2015 2018

Recording Clerk : Rebecca Teele: 2015 2018

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

in second term (can't be reappointed)

* filling ut erm – can be reappointed 2 entire terms

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

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

= in second term (can't be reappointed)

Storrs Friends Meeting

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

November 1, 2015

Greetings to Friends of New England Yearly Meeting:

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

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

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

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

Yours in the Light,



Anna Andrews, Clerk
Storrs Friends Meeting

PROVIDENCE MONTHLY MEETING OF FRIENDS
99 MORRIS AVENUE
PROVIDENCE, RHODE ISLAND 02906

Travel Minute for Elizabeth Cazden

13th Third Month, 2016

To Our Dear Friends in the Cuba Yearly Meeting:

Our member Elizabeth Cazden has told us of her concern to travel to Cuba in May 2016 to teach a course on "Quaker Diversity" at the Cuban Quaker Institute of Peace (Instituto Cuaquero Cubano de Paz), and to travel among Cuban Friends as time permits. Her teaching draws on her extensive research and writing on Quaker history, as well as her experience with the diversity of Friends in the United States and around the world through Friends United Meeting and Friends World Committee for Consultation.

This travel would be under New England Yearly Meeting's ongoing "Puente de Amigos" with Cuban Friends. As you know, Betsy has visited Cuban Friends a number of times before, first in 1993 and most recently in 2012. In accordance with our practices, she has had a clearness committee named by the NEYM Puente de Amigos Committee, and has also reviewed her plans with Ministry & Counsel of Providence Monthly Meeting.

We find Betsy clear to travel to visit Cuban Friends as a representative of New England Yearly Meeting, as way may open. We recommend that this letter be endorsed by Rhode Island-Smithfield Quarterly Meeting and forwarded to the NEYM Permanent Board, in accordance with procedures for NEYM travel to Cuba.

We further ask Betsy to carry our loving greetings to you as she joins you in worship, study, and fellowship.

Dan Lederer
Presiding Clerk

Northampton Friends Meeting
Called meeting for worship for business
February 28 2016

Friends gathered at the rise of meeting for worship.

2016-14 Letter of introduction for Benigno Sanchez-Eppler to travel to Cuba

The clerk brought forward the following letter:

Friends of Cuba Yearly Meeting

January 30, 2016

Dear Friends,

Warm greetings from Northampton Friends!

Please welcome again our dear Friend Benigno Sanchez-Eppler, whom you have asked to teach at the Cuban Quaker Peace Institute (Instituto Cuáquero Cubano de Paz). Benigno intends to travel in Cuba for this purpose from March 10 to 20, 2016.

Benigno is a familiar Friend to you, and beloved of Northampton Friends. We know from his previous visits to you and your endorsements of his travelling minutes how much you value him and his work among you. We in his home meeting recognize the depth and power of the Spirit that guides him in this ministry, and pray that the same Spirit will make good use of his translations and teaching among you.

We welcome this new opportunity to send our love with Benigno, and look forward to hearing news of Cuban Friends on his return.

Yours in the Light and Love of God,
Macci Schmidt, Clerk
Northampton Friends Meeting

Friends approved.

Quaker City Unity Friends Meeting

Jenny Wright, co-clerk: 168A Quaker City Road, Unity, NH 03603; 603-543-0910
Rebecca MacKenzie, co-clerk: 7 Glenwood Drive, Claremont, NH 03743; 603-504-2851;
reb178@myfairpoint.net

September 27, 2015

Dear Friends,

Loving greetings from Friends of Quaker City Unity Friends Meeting in New England Yearly Meeting (NEYM). We commend to your loving care Friend Rebecca MacKenzie. Rebecca is a member of Quaker City Unity Friends Meeting, and will be traveling in the ministry.

Rebecca currently serves as co-clerk of Quaker City Unity Friends Meeting and is a member of the Ministry and Oversight Committee of NEYM's Northwest Quarter. She also serves on NEYM's Earthcare Ministry Committee. Rebecca is active in local and regional efforts to foster a spiritual awakening and loving response to Earthcare stewardship and social justice issues. To this end she offers programs in New England and New York Yearly Meetings and beyond with the goal of creating a human presence on Earth that is spiritually-centered, socially just, and ecologically sustainable.

Rebecca draws our attention to the words of Thomas R. Kelly in his work titled "The Simplification of Life" from a collection of his essays and lectures in *A Testament of Devotion* (1941; p. 122-123):

There is a way of life so hid with Christ in God that in the midst of the day's business one is inwardly lifting brief prayers, short ejaculations of praise, subdued whispers of adoration and of tender love to the Beyond that is within. No one need know about it. I only speak to you because it is a sacred trust, not mine but to be given to others. One can live in a well-nigh continuous state of unworded prayer, directed toward God, directed toward people and enterprises we have on our heart. There is no hurry about it all; it is a life unspeakable and full of glory, an inner world of splendor within which we... may live. Some of you know it and live in it; others of you may wistfully long for it; it can be yours.

Now out from such a holy Center come the commissions of life. Our fellowship with God issues in world-concern. We cannot keep the love of God to ourselves. It spills over. It quickens us. It makes us see the world's needs anew... It is from this holy Center we relove people, relove our neighbors as ourselves, that we are bestirred to be means of their awakening. The deepest need of men is not food and clothing and shelter, important as they are. It is God. We have mistaken the nature of poverty, and thought it was economic poverty. No, it is poverty of soul, deprivation of God's recreating, loving peace. Peer into poverty and see if we are really getting down to the deepest needs, in our economic salvation schemes. These are important. But they lie farther along the road, secondary steps toward world reconstruction. The primary step is a holy life, transformed and radiant in the glory of God.

This love of people is well-nigh as amazing as the love of God. Do we want to help people because we feel sorry for them, or because we genuinely love them? The world needs something deeper than pity; it needs love. (How trite that sounds, how real it is!) But in our love of people are we to be excitedly hurried, sweeping all men and tasks into our loving concern? No, that is God's function. But He, working within us, portions out His vast concern into bundles, and lays on each of us our portion. These become our tasks. Life from the Center is a heaven-directed life.

To this end, Rebecca bears witness to the words of Brian Drayton in his book *On Living with a Concern for Gospel Ministry* (2006; p. xiii):

We have no time but this present time to bear witness to the power of the Light to re-create the human heart, and thus transform our doing, our seeing, and our speaking. There is much tenderness and good will among us, but have we been baptized with fire, as well as the Holy Spirit?

In her ministry, Rebecca emphasizes that as we open to the Love and Light of the Holy Spirit, that "fire" is ignited. We are each able to discern our very unique and important tasks in the healing of ourselves, our families, our communities, our nation, and our world. Externalities fall away, and we are shepherded in a loving way towards our call to healing by the Spirit. She is led to encourage each to discover our role in this healing work, as unique as the God-given life we live; and to support one another in fulfilling that which we are called to do.

Rebecca has carried a minute of endorsement from our meeting since 2014. She is also endorsed by Northwest Quarterly Meeting and Permanent Board of NEYM. After careful consideration the meeting has found unity to approve this minute of travel.

We hold Rebecca in our prayers and trust that God will richly bless your time together.

On behalf of Quaker City Unity Friends Meeting,

Jennifer Wright 9.27.2015

Co-Clerk of Quaker City Unity Friends Meeting, New England Yearly Meeting of the Religious Society of Friends

Philippe J. Wright 12.6.2015

Clerk of Northwest Quarterly Meeting, New England Yearly Meeting of the Religious Society of Friends

Sarah B. Gault 2.20.2016

Clerk of Permanent Board, New England Yearly Meeting of the Religious Society of Friends

Friends Camp

New England Yearly Meeting of Friends **Director's Report** **January 27, 2016**

During the last two and a half months, I've spent most of my time on projects connected with general management, camper recruitment, and hiring summer staff. A special highlight of note was the chance to help keep the Friends Camp staff network vibrant by attending the annual December cookie party at the home of Jeff Adelberg and Tess Mattern in Belmont, Massachusetts. Typically, 40-50 former counselors gather on this occasion, some of them going back to my first year as director in 2004.

Camper registration for the 2016 season started on October 15, 2015 and as of January 29th we have 24 more campers than the total at this time last year. Currently 137 campers are registered for this coming summer (2016), which represents 38 percent of our goal of 365 campers. To reach this year's goal we need about 45 campers to sign up during each the next five months. The key for a successful summer is recruitment of more youth in the 7 to 12 age range. In November, we contracted with CampSeekers.com to auction off a few camper sessions for the Jones and Fell sessions. So far, we have not had any results from this new idea of selling just six camp sessions at below our standard fees.

As far as counselors and staff go, I am still looking for a cook, nurse, cabin counselors, lifeguards, waterfront / watercraft directors, and two super people. So far, nine counselors will return from last summer. As of the end of January, I have hired two former campers as well as one new counselor. Our nurse from the last two summer, Laura Sawyer, will unfortunately be not coming back for a third summer. My plan is to complete the summer hiring of seven more counselors and three support staff before the middle of April 2016. With the help of a grant from the Obadiah Brown Benevolent Fund, we hope have a Quaker Fellow offering morning programs and afternoon electives for three of the four camp sessions.

In December, I took part in a Yearly Meeting staff meeting and holiday meal in Worcester. I have kept in touch with the Yearly Meeting Secretary and the Account Manager about governance, insurance, donations, payroll changes and finally rapping up the property tax invoice issues.

As part of the implementation of the good governance process, Betsy Muench and I started working on a draft of the FY 2016-2017 Friends Camp budgets. With the approval of the operating and capital budgets by the Camp Committee, the new process will send the budgets to the Yearly Meeting Finance Committee, Permanent Board and the Yearly Meeting Sessions in August for discernment and approval.

I have been able to attend two interesting trainings offered by the Maine Summer Camps on Camp Naturalist, and on STEM education at summer camps. I have visited two Monthly Meetings: Hanover and Mt. Toby.

In December and January, I have worked on the four main areas of our marketing efforts: web site updates, the paper rack card, CampMinder changes/letters and two Constant Contact e-newsletters. I gave one tour of camp for a future wedding and also completed the marketing materials for the May 6-8, 2016 Couples Enrichment weekend. The winter appeal letter was mailed on November 28th. The results from this end-of-year appeal were: General Donations of \$8,556, Donations from Quaker Meetings of \$5,675 and Campership Donations of \$2,430. A special campership appeal letter will be mailed in early April 2016.

On management side of my job, I have worked with Yearly Meeting office on setting up a new payroll system with a company called PayChex. In December and January, I've spent some time training and mentoring our Assistant Director, Anna Hopkins. Anna is teaching at Moses Brown School, yet during the off-season she has willingly taken on a number of very helpful tasks, conducted staff interviews and edited letters and reports.

On the Buildings and Grounds front, we are considering the following projects for this year: renovations to the Bird Bath Bathrooms to include additional showers; purchasing a new convection oven, two used kayaks & four new paddleboards; to continue to with plans to build a new pottery arts building behind Cardinal Hall. Other projects and improvements to be considered are: purchase kitchen mixer; purchase a sailing dock; install road crossing safety lights; construct a small basketball court at the waterfront; and undertake a major solar energy project.

The process of hiring a new camp director will be in full swing between February and May. Most likely, Permanent Board will approve a candidate on May 21st of this year. I see the process of the transition starting with the new director visiting camp for a few days in August and then moving to camp for the month of September. The camp office, with all the paper files and computer, will not move from camp until sometime in October. During September, I will come out to camp daily from Waterville to ensure that the new director acquires key management skills, and perhaps even to share some camp director wisdom! To ensure that the transition time is effective, I will develop a written outline of the unique skills that are needed to run Friends Camp.

In closing, I am pleased to share with you that I am working with a team of our current staff members who wish run an adult Art Camp at Friends Camp from August 29, 2016 to September 27, 2016. This will be a group of up to 12 young adults artists who will work on creative art projects, help with camp clean up, and provide support to the three weekend retreats in September.

With much gratitude,

Nat Shed
Director

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

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

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

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

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

Report to Puente de Amigos of Hanover Friends' Meeting Trip to Cuba - November 4-16, 2015

A Trip to Cuba is a Study in Contrasts

Bright blue 'Maxfield Parrish' skies and the smell of diesel fumes

Cars and trucks on paved roads whizzing past horse-drawn taxis and oxen pulling wagons

Empty government stores and long lines at the bars and internet hot spots

Non-denominational religious songs performed in a karaoke style interspersed with old hymns at Quaker services

Pastors providing 'servant leadership' rather than serving as sermonizers

Newly painted houses and cafes mixed in with crumbling colonial era mansions

Fancy beach-front resorts with only small sections of beach reserved for Cuban 'day-visitors'

High-rise apartment buildings crowding out old homes along the Malecón in La Habana

Insight

Cuban Quakers are competing with the Pentecostal churches which preach a 'prosperity' ministry to attract new members. According to two of Cuba's brightest, most dedicated Young Adult Friends, the Cuban Pentecostal pastors say if you attend our church you will be successful and rich. If you're not successful and rich, pray harder. I remember one of the Cuban pastors chiding me to make our 'material gifts' policy more flexible as he was competing with protestant pastors who showered their congregations with gifts sent from the US. Eden Grace, Global Ministries Director for FUM, Kenyan Quakers feel they face the same kind of 'marketing' pressures.

Overall Impressions

The six members of Hanover Friends Meeting, who traveled under the auspices of Puente de Amigos and New England Yearly Meeting, had a very successful trip. The Puente Handbook and clearness process were helpful in this. There were two objectives, (1) participate in their sister meeting's 15th Anniversary celebration in La Habana and (2) attend Cuba Yearly Meeting's 115th Anniversary celebration. Both were accomplished along with so much more. Some highlights:

- Delivered 3 PC laptops to Cuba Yearly Meeting to help link up the monthly meetings with one another
- Delivered office supplies to the Cuban Quaker Peace Institute and *Jugar Llenos de Fe* to La Habana Friends Church
- Visited all ten monthly meetings and participated in worship services at each
- Carried greetings and correspondence to each of NEYM's sister meetings
- Connected with the FUM delegation that had come to attend CYM's 115th Anniversary celebration
- Made scores of new Friends
- Made contact with many Cuban Friends, several of whom had attended NEYM's Sessions in previous years
- Offered a presentation on the history of Friends in England and the US, workshop (Looking for consensus/unity in a meeting for worship for business) and taught New England folk dances in La Habana
- Introduced what turned out to be a deeply Spirit-filled unprogrammed worship Sunday morning with La Habana Friends and visitors from other Friends' churches in the Oriente.
- Shared ministry of song - a nice way to bring together Hanover Friends with FUM Friends throughout our time together in the Oriente.

Observations

It is possible the growing presence of Pentecostal churches in Cuba is having an impact on the religious services. We observed at least two different services

where young adults were given the chance to sing non-denominational religious songs in a style reminiscent of a karaoke sing-along. Audio-visual features such as the words of hymns overlaid on religiously symbolic 'wallpaper' were incorporated into other services. These may feel antithetical to New England Friends but are joyously welcomed by all the Cuban parishioners with whom we worshiped.

The fact that several Friends' churches do not have pastors remains a concern that is frequently vocalized, particularly as Cubans discuss declining participation in their religious services. The existing leadership is strong and overworked without the full complement of pastors to do all the business the yearly meeting has undertaken. While a number of Cuban Quakers have the requisite training to become pastors, not all have the 'calling'. Heredio recently retired from Banes. Ramon and Rosario will retire in the next 3-5 years from Gibara and Pueblo Nuevo respectively. These pastors will never step away from leading roles, but creating and following a successionary plan may be a big challenge for the yearly meeting.

The Cuban Quaker Peace Institute (ICCP) continues to provide in-depth information and knowledge about Quaker history, Quaker processes and practices. Also, the Quaker testimonies, especially peace-making.

The Hanover group spent most of its time with its sister meeting in La Habana and therefore were able to observe it at a level that the limits of time prevented the group from doing at other Friends' churches. With Kirenia Criado's vision and leadership, La Habana is growing in numbers and in spiritual strength. They are excited about the possibility of finally getting title to a building that they plan to convert to their spiritual home and the base of service outreach to their community.

It is obvious that great strength and depth exists among the Young Adult Friends who are poised to step into positions of responsibility. This cohort deserves all the support and encouragement we can provide. One young adult from one of the eastern churches noted that the four days spent in Havana, observing Hanover and Havana friends sharing so deeply and substantively with each other, gave him a new understanding of the possibilities of a sister relationship between meetings.

Cuban Quakers are ardently interested in deepening their connections with New England Friends' meetings. Everywhere we went, Cuban Quakers were eager to connect with us and express their desire for even more contact.

Opportunities

In the past, service teams have been useful in rebuilding church buildings damaged by weather and lack of preventive maintenance. Going forward, service teams can be of use in connection with the reconstruction of old school properties in Holguin and Puerto Padre, also – potentially, assuming its purchase is approved by the *Junta Directiva* - the remodeling of the house in La Habana on 43rd Avenue between 88th and 92nd Streets.

Using the theme “Living Letters” FUM’s new theme, “Living Letters” will focus their efforts toward intervisitation and away from service teams. The chance to explore together with Cuban Friends the basis of our faith has been a long-standing foundation of the Puente program. Thanks to workshops and courses given by ICCP, Cuban Friends have become even better informed about Quaker history and Quaker process and practices. This gives us the opportunity to deepen the spiritual dimension of our interrelationship.

There were two full days of workshops as part of La Habana’s 15th Anniversary celebration. If New England Friends are willing, there is an insatiable appetite and audience for information about ‘all things Quaker’. Some of these could be incorporated into the newly revised schedule of the Cuban Quaker Peace Institute that concentrates its curriculum into 3-day ‘intensives’.

Using techniques such as plays, music, puppet shows and pantomime, Cuban Young Adult Friends have developed compelling and effective ways to create thought-provoking ‘teachable moments’ to audiences within and outside their churches. Their ‘new ministry’ is the new face of evangelism. Is there a way to support it?

FWCC has replaced its Quaker Youth Pilgrimage program with an intention to incorporate young adults into their gatherings. Other western hemisphere young adults would benefit from the chance to mix and mingle with Cuban Young Adults. They are skillful in using new ways to reach out and connect with

young people unaffiliated with any church who could become part of a Quaker community.

Cuban Quakers have expressed an interest in creating social enterprises that could produce revenue streams for their churches. We might wish to respond to proposals requesting seed capital. While there is nothing specific that has been proposed, there is still active talk of creating a copy center that could both generate material for Peace Institute courses and income from printing material for outside groups.

The 'normalization' process that is unfolding between the governments of Cuba and the US has awakened the interest in many US Friends to travel to Cuba. If Cuban Quakers had a way to provide hospitality to these Friends, they could generate an income stream while promoting intervisitation.

For the first time in 15 years, a Cuban has attended George School for the full academic year. Having ironed out the wrinkles and overcome the obstacles of getting the appropriate government approvals, George School's model could now be replicated in other Quaker schools. Would Moses Brown or Lincoln be interested?

As Jugar Llenos de Fe catches on, it is possible the Cuban Family Camp held during the summer school vacation might expand. Is it possible NE Young Friends might volunteer to work in the summer camps?

Are we willing to host more Cuban and Cuban-American Quakers at our Sessions?

As Mary Ann and I reflected on insights gained from this visit, then wrote this section of the report, it came to us how many of the 'opportunities' listed above relate to the importance of engaging the next generation of Friends in the activities of Puente. To that end (and building on the concept of Minga & Jonathan's 'residence' in Gibara; also the Voluntary Quaker Service model) would it be possible to fund a New England young adult Friend to have an extended residence living with/among young adult Cuban Friends?

Challenges

The construction projects that are proposed to re-purpose the former school buildings in Puerto Padre and Holguin may be of sufficient complexity to make it difficult for generalists to have a meaningful role.

Would the growing number of B&Bs in Cuba make it possible for New England Friends to stay for extended periods near their sister meetings in the towns that are at a distance from the dormitories in Gibara and Holguin? Only four churches are close to the dormitories that have been built in Holguin and Gibara where NE Friends can stay rather than using B&Bs.

The Cuban Young Adult Friends represent an important cohort within the demographics of Cuba Yearly Meeting. They want – even ‘expect’ would not be too strong a word – to have contact with other western hemisphere Young Adult Friends. Can our Young Adult Friends make this happen?

- END -

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