

AGENDA

Permanent Board September 28, 2019

In our meetings for worship we seek through the stillness to know God's will for ourselves and for the gathered group. Our meetings for church affairs, in which we conduct our business, are also meetings for worship based on silence, and they carry the same expectation that God's guidance can be discerned if we are truly listening together and to each other, and are not blinkered by preconceived opinions. It is this belief that God's will can be recognised through the discipline of silent waiting which distinguishes our decision-making process from the secular idea of consensus. We have a common purpose in seeking God's will through waiting and listening, believing that every activity of life should be subject to divine guidance.

This does not mean that laughter and a sense of humour should be absent from our meetings for church affairs. It does mean that at all times there should be an inward recollection: out of this will spring a right dignity, flexible and free from pomp and formality. We meet together for common worship, for the pastoral care of our membership, for needful administration, for unhurried deliberation on matters of common concern, for testing personal concerns that are brought before us, and to get to know one another better in things that are eternal as in things that are temporal.

"On the sense of the Meeting" Faith and Practice, Britain YM, 5th edition

8:30 Arrival and visiting

- 9-9:45 Worship with Ministry and Counsel
- 9:45 Break
- 10:00 Welcome, Introductions Name, affiliation, role in Yearly Meeting i.e. Leslie Manning, Durham ME MM, Clerk of the Perm Bd. or guest or visitor
- 10:20 Presiding Clerk report Bruce Neumann
- 10:40 Secretary's report Noah Merrill
- 11:00 Review of Minute 7-9 Nia Thomas
Minutes read back
- 12-12:15 Close w/ reading of State of Society, open worship
- 12:15-1 Lunch
- 1 PM open worship
- 1:15 Approval of Minutes of 8/9/19 (5 min)
Treasurer's Report Shearman Taber (10 min)
Friends Camp Budget Approval Anna Hopkins/John Reuthe (15 min)

Budget Priorities Noah Merrill (10 min)
Finance Committee Handbook Approval Bob Murray (10 Min)
Update on Inclusive Leadership Development Nia Thomas (10 min)
Nominating Committee Report Jackie Stillwell (10 min)
Development Report Noah Merrill (10 min)
break
2:45 Faith and Practice Visit Report Sarah Gant and Fritz Weiss (5 min)
Challenging White Supremacy Report (10 min)
Receipt of Travel Minutes (15 min)
Puente de Amigos Travel Policy Em McManamy (10 min)
Puente Request (5min)
Minutes read back

Closing Worship

Report from Presiding Clerk to Permanent Board and Ministry and Counsel September 28, 2019

Note, these are the details of work completed or in-progress. I will share some reflections in person on Sept 28.

Letter to FUM Board Clerk: I can report that, as instructed by Sessions, Fritz Weiss wrote a letter to Ron Bryan, the clerk of the FUM General Board, expressing our dismay that FUM has not been able to find a new way forward with a personnel policy which would accept LGBTQ+ Friends. The clerk acknowledged receipt of the letter.

Letter to MM re change in withholding: As instructed by Permanent Board during its Aug 8 meeting, I wrote a letter which was sent to monthly meeting clerks and contacts (on September 5) regarding the change in the withholding policy/practice. In addition to sharing the significant minutes, I attempted to share the range of voices and points of view that we heard, to help those who had not been there have a bit more sense of how we arrived at this point. I also assured Friends that C&A was carrying a concern for meetings that had chosen to withhold. C&A is in process of contacting these meetings and inquiring what form support might take. We expect that in a number of cases, visits will be useful in helping meetings consider how to respond to the change. We have a small panel of Friends who are willing to take this work on. I expect to report further on this as the year progresses.

C&A retreat; The Coordinating and Advisory held its annual retreat over Labor day weekend. For those who do not recall, this committee is made up of the Presiding Clerk, the General Secretary, the clerk of Permanent Board, the clerk of Ministry and Counsel, the Treasurer and/or the clerk of Finance (currently both are serving), the supervisor to the Secretary, and the clerk of Nominating. Particularly since there was several changes in who is on this committee, and because a "retreat" is not about work, we mostly avoided dealing with agenda items, instead focusing on building a sense of how we will work together, and sharing our visions for this work and the YM. I believe the work we do this year will benefit from the time we spent this way.

Faith In Action: This committee was conceived of, and its Purpose and Procedure drafted, by C&A in response to a request from Sessions 2017 upon the laying down of the Peace and Social Concerns Committee. The P&P was approved by sessions in 2018, and Permanent Board appointed 3 people to the committee, two in September, and one in November. The committee never seemed to find a common understanding of their charge, one person drew back early in their work, and another resigned partway through the year. During discussion about this committee at our recent retreat we recognized that C&A had not adequately supported this committee in understanding its goals and the nature of expected work. For the time being, we consider that this committee is on hold, pending more discernment at C&A.

Purposes and Procedures: This being an instance of our triennial review of committee P&P, C&A is preparing to shepherd this work. Nia Thomas who, as you know, is carrying some oversight of the on-going work growing out of the Clerking structure report, will join us in October to share her vision of how this work may proceed differently this year, based on the insights of that committee.

Quarter Clerks calls: I am intending to continue the practice Fritz started of having occasional Zoom calls with Quarterly Meeting clerks, to serve as a sharing of experience and practice, and of support.

Committee clerks call: Planning is in progress for a Committee Clerks Zoom call on October 17, to help clerks understand what supports are available, and gain a greater sense of how their work fits within the overall work and goals of the YM. Noah, myself, Nia Thomas, Elizabeth Hacala, and Sara Hubner are all involved in this.

Bruce Neumann



NEW ENGLAND
YEARLY MEETING
OF FRIENDS
QUAKERS

September 5, 2019

Friends, I am writing today as your new presiding clerk of the Yearly Meeting. While I know many of you already, I look forward to visiting more meetings and connecting with more of you over the next 3 years. I write today to share news about some decisions discerned at this year's Annual Sessions regarding our relationship with Friends United Meeting (FUM). Monthly meetings which have chosen to withhold funds designated for FUM will be particularly affected. I want you to know that I and others are available to meet with you, to listen, to discuss the implications of these decisions, and to help with discerning way forward.

As some of you may be aware, for the last 10 years New England Yearly Meeting has had a mechanism which enabled monthly meetings to withhold the percentage of their contributions to NEYM which would have gone to FUM. While many Friends in New England believe in the work that FUM does, others, as a matter of conscience, cannot accept donating to an organization whose personnel policy does not allow gays and lesbians to work for them. This mechanism, created when no other way forward could be found, was intended to be a "temporary solution," allowing us time to reflect and discern how God was leading us regarding our relationship with FUM. If you are not familiar with the history of the withholding policy, this presentation by Honor Woodrow (M&C clerk) and Callid Keefe-Perry (M&C member) is worth reviewing: bit.ly/FUM-policy.

Attached to this letter are the pertinent minutes and my own summary of the discernment. I have tried to capture the wide variety of views that were expressed. I do want to celebrate that those gathered at Sessions this year affirmed that "*every person* is deeply beloved in the eyes of God," and that "We are clear that the FUM personnel policy causes harm to LGBTQ+ Friends." During the business sessions Friends were holding in tension both the truth of the harm being caused by the personnel policy and the unity of "desire to continually engage with the wide diversity of Friends worldwide." While the gathered body was unable to reach unity either on continuing the withholding mechanism or on a new policy, we recognize that this minute setting an end-date for withholding may be challenging news for meetings who have discerned to withhold. Coordinating and Advisory Committee, the group that coordinates the work of the Yearly Meeting, which I clerk, will be in touch with each meeting which has been withholding to see how we can be helpful. We could support your meeting's discernment in several directions, including how to participate in NEYM's effort to change FUM's personnel policy, how to approach budgeting without the withholding mechanism in a way that honors the conscience of Friends in your meeting, or how to draft a proposal for a new way forward as suggested by the minute of exercise.

Praying every day for Friends in New England,

Fresh Pond Monthly Meeting
Presiding Clerk, New England Yearly Meeting



NEW ENGLAND
YEARLY MEETING
OF FRIENDS
QUAKERS

Summary by Bruce Neumann of Sessions' Consideration of the Withholding Policy

Friends gathered in Annual Sessions began this work Tuesday afternoon, with several suggestions from M&C:

- Ministry and Counsel recommended that Sessions direct the Yearly Meeting clerk to write a letter to the presiding clerk of FUM, expressing the pain and sorrow we feel in the FUM personnel policy, and recommending that the FUM governing board continue to seek a faithful alternative. Friends approved so directing the clerk.
- Ministry and Counsel recommended that Sessions request that our representatives to the FUM General Board, in consultation with representatives from other yearly meetings including those who may have different opinions from NEYM, work to develop a proposed alternative to the current policy. Friends approved.
- Ministry and Counsel also presented a minute they had received from the Racial, Social, and Economic Justice Committee, which they felt had life. (See text below)

As the clerk turned our attention to more open discernment about how we are led to proceed regarding the withholding policy, we heard many voices and points of view:

- All of us have an abiding concern for the honor and well-being of LGBTQ+ Friends, both those who are members of NEYM, and those who are members of other yearly meetings, in the U.S. and abroad. We are united in our desire for these Friends to be respected and welcomed by the organization.
- We were reminded that the landscape of gay-straight relationships in 1988 (when the policy was written) was very different, and that part of the intention of the minute was to protect gays and lesbians.
- Friends from several meetings shared that the withholding policy has enabled their meeting to stay in dialogue and relationship, which would not have been possible without this mechanism.
- We did not hear from any present Friends that they themselves were against a continuing relationship with FUM, but did hear from a number of Friends who were concerned for others in their meetings.
- Many Friends present have a deep and long-standing affection for FUM as an organization.
- We heard that, at least up to the current moment, individual Friends have made up the amount withheld, an option provided by the withholding mechanism, so that FUM received its full expected amount.
- We understand that there has been lack of clarity on the purpose of the withholding policy. While some thought that it was to allow for those who conscientiously opposed donating to FUM, others thought it was a tool to reflect our unhappiness with the policy and perhaps affect FUM.

- We heard that some members of the FUM Board understood that the policy was intended to affect their thinking about the policy, and were deeply offended that we would think that money could be used as a tool.
- While much work has been done around this issue in monthly meetings, we as a larger body have failed to do the work we committed to, which is why we find ourselves at this point.
- We heard that LGBTQ+ Friends in some other yearly meetings which do not accept their sexual orientation are deeply grateful for the presence and support of NEYM and other open and affirming meetings as a part of FUM.
- We understand that attitudes about gays and lesbians in many African nations are due at least in part to the teachings of early Quaker missionaries. While we are convinced that our current understanding is closer to the “Truth,” can we now engage in doctrine-like preaching that says “we know better now, so you should listen to us again?”
- Any attempt to change others’ opinions that is not based in humility and love will be perceived as entitlement.
- Would the energy spent on this concern be better used in caring for LGBTQ+ people worldwide whose lives are at risk because of their sexual orientation?

During our first session of discernment the clerk, Fritz Weiss, whose term has now ended, observed that while we had no unity on a new mechanism, we did not have unity on continuing the withholding mechanism. The language of the original 2009 minute indicates that, lacking unity on re-affirming the minute, the mechanism would expire. He told the body that the clerk’s team would gather that evening to reach for some shared understanding of where we stood.

This group did meet, and prepared two minutes: one naming our lack of unity and its significance (below); the other a minute of exercise, attempting to name the condition of the body. Both of these were discussed further on Wednesday. Friends were deeply exercised, many naming their concern for what terminating the withholding mechanism would mean for their meeting, others naming that they had never felt the policy had integrity, due both to the perception that we are using money as a tool for control, and to our failure to do the work as a body to understand each other and seek unity.

A listening session was called for Wednesday night which was attended by 50+ concerned Friends. One thing that was named more clearly during this discernment was that Friends longed for a new approach to the concern: How do we stay in relationship with FUM, and with each other, allowing both continued dialogue and continued relationship with Friends whose conscience does not let them contribute? The final minute (below) allows time for a new approach to emerge and be brought to Sessions next year.

Minute on FUM Withholding Mechanism

NEYM is not in unity to further extend the withholding mechanism. The mechanism was established by Minute 2009-54, which specifies that “this process is to be in force until September 30, 2010, unless explicitly extended by the YM in its Sessions next year.” It was extended several times, most recently in Minute 2014-69, which extended “the FUM financial withholding policy for the next five years, to be re-assessed no later than NEYM Sessions in

August of 2019.” Without unity on the floor of 2019 Sessions to extend it further, the mechanism ends.

Out of respect for the discernment of meetings that have approved budgets which incorporate the withholding mechanism, and in order to afford monthly meetings the time to incorporate this change into their annual budget discernment, we set the date for the expiration of this mechanism for October 1, 2020.

Minute of Exercise on NEYM’s relationship with FUM

We know that *every person* is deeply beloved in the eyes of God. We unite unequivocally in our love and care for lesbian, gay, bisexual, transgender, and queer Friends, and hold a particular concern for their lives and ministries. We continue to seek the ways we can best support these Friends in New England, around the country, and around the world.

We are clear that the FUM personnel policy causes harm to LGBTQ+ Friends, as well as all Friends who are sexually active outside of heterosexual marriage. Furthermore, the personnel policy suppresses the ministry of these Friends, causing loss to the wider body. We seek forgiveness for the extent to which we are complicit in this.

All of this we hold to be true, and yet we *also* unite in our desire to continually engage with the wide diversity of Friends worldwide. We are a part of FUM, we love FUM, and we wish to live in our community with love and integrity.

In our struggle to hold these two unities in tension, for several years we have extended a temporary withholding mechanism (see minute 2009-54) that allows individuals to know that none of their money will go to FUM.

The withholding mechanism has served a meaningful and helpful purpose. For a decade it has supported the freedom of conscience of some Friends within our Yearly Meeting, and also given us a reprieve from the tension and division that the FUM personnel policy has created in our communities. During this period, significant work was done, seeking greater unity and understanding.

As the withholding mechanism expires, we have heard any number of proposed possible mechanisms that might allow us to hold in tension both the freedom of conscience of Friends exercised by the personnel policy, and the deeply held desire to remain in community with FUM. Given our lack of unity, we are concerned that any alternative proposal drafted in haste on the floor of Sessions will not be seasoned; will not allow input from individuals not present at Sessions; and would be an obstacle to finding the opportunity that God is giving us. We hope that a properly seasoned proposal may rise through our established structures (e.g., a minute from a monthly meeting seasoned by the quarter) and be brought to Sessions 2020 before the withholding mechanism finally expires. What new opportunity, what new possibilities, are we now being called into?

As we move forward, let us listen to one another and to that of God within one another. In the words of Toni Morrison, let us “take the time to understand other languages, other views, other narratives.” Let us seek that greater place where God’s full measure of grace is poured out.

RSEJ Minute

Racial, Social and Economic Justice Committee asks New England Yearly Meeting to minute formally its opposition to FUM’s conditions of employment. Let us be clear, the main issue is the moral injury of the hiring policy as it stands now, not with the Yearly Meeting’s policy of withholding contributions to FUM. We value our relationship with FUM, especially the good work it has done in many countries. However, we also value the equality and inherent worth of all individuals including members of the LGBT community. LGBT people are vital to the life of our Yearly Meeting. We hold the hope that the personnel policy will evolve to include the worth of all those who seek to do God’s work in the world.

To: Permanent Board and Ministry and Counsel of New England Yearly Meeting
From: Noah Merrill, Yearly Meeting Secretary
Re: Report in preparation for PB and M&C meeting on September 28, 2019

Dear Friends,

I am looking forward to our time together on September 28. As this fall arrives, we have significant and exciting work before us in our service supporting the life and ministry of New England Friends. Much of this work is on our respective agendas, so I won't repeat it here in hopes of keeping this report brief. As always, I welcome questions, feedback, criticism, or encouragement by email at ymsec@neym.org or at our joint meeting on Saturday.

Secretary's Areas of Focus for the Coming Year

I am still working with Coordinating & Advisory (C&A) Committee (which approves my priorities) on the details of my areas of focus for the coming year, but I intend to focus substantial energy in the following areas: *Liberate Ministry & Encourage Ministers; Support Volunteer Service Empowerment; Foster Religious Education; Lead Development Program; Expand & Improve Communications*. I will also be working with C&A to prepare for my taking a sabbatical, planned to begin following Annual Sessions 2020. Final plans for my sabbatical will be brought to Permanent Board for review and approval.

Funding Priorities Process

We are beginning the second year of our funding priorities process. As some Friends will remember, Permanent Board will be asked in November to consider a recommendation from Coordinating & Advisory Committee and to approve funding priorities to inform Finance Committee in the development of the proposed budget for Fiscal Year 2021 (which would be approved at Sessions in August 2020 to begin 10/1/2020).

During the afternoon session of the Permanent Board meeting, I will provide an initial report on the process so far this year, and ask for input to guide Coordinating & Advisory's discernment this fall.

When the funding priorities process was approved, it was clear that in addition to increasing funding, it might at times be necessary to lay down existing work to make space and release resources to respond to the Spirit's guidance to us today and going forward. An important question, not considered in the first year of this process, is what considerations might be taken into account in assessing whether a program, committee, or funded effort remains a living ministry of New England Quakers.

Clearly this kind of discernment requires care and consultation, and it would be helpful to Coordinating & Advisory to have your input, both on ideas for funding priorities and in criteria to consider in evaluating the vitality of existing work.

If, after prayerful consideration, you have a sense of guidance or suggestions to offer, please

email them to me at ymsec@neym.org before October 15, so that I can share them with Coordinating & Advisory Committee to inform C&A's process this fall.

Development

As we approach the end of fiscal year 2019, Friends have been generous, with several households and meetings significantly increasing their annual gifts. Consistent with the budget approved by Sessions, we do still project a modest deficit for the current fiscal year.

Overall, our fundraising progress has been good, though of course we don't yet have final numbers. Since the fiscal year ends on September 30, I'm hopeful that we will be able to share at least a preliminary report on fiscal year 2019 at the next Permanent Board meeting in November. If you haven't given this year, gifts received dated September 30 are still very much welcome—and thank you for your generous support of the ministries of New England Quakers!

I want to note that, while our development *program* (the activities, channels, and mechanisms for raising funds, interpreting our work to Friends, and stewarding relationships) has continued to mature, we have encountered some challenges in engaging, organizing, and managing Friends serving as development volunteers in meaningful and concrete ways to support our shared efforts.

Because of this—and with gratitude and appreciation for the work and commitment of Deana Chase and Chris Gant, the two former co-clerks—we have with their support “paused” ongoing meetings of the Development Committee for the time being in order to give the opportunity to design a structure for this work that better suits the tasks before us and fits the Yearly Meeting's needs now. Coordinating & Advisory Committee will be reviewing these questions, and will make a recommendation on how this work will be supported going forward as part of its review of Yearly Meeting committee purposes, procedures, and composition in the months ahead.

Living Faith

As you may be aware, at the request of the Living Faith planners, Coordinating & Advisory Committee made the decision that we should cancel the fall Living Faith event and invest our energy in laying a strong foundation for the spring and fall 2020 events. I know many Friends will share our disappointment at this course, but I believe it is the best decision for the long run.

We have strong leadership confirmed for the next two Living Faith events, and we are beginning planning this fall for the event to be held on April 2 in Maine, with Sarah Cushman (Portland, ME, Friends Meeting) clerking. Further updates will be shared and posted online soon.

Website Redesign

Final work is underway for the redesign of neym.org. Working with the web developers, we are finalizing content, testing usability, and training staff who will be editing content. We are currently planning for a mid-October launch.

It may be helpful to consider that if it remains active and healthy, our website will never be truly “finished”—it will continue to develop and adapt to better support the needs of New England Friends. Like any move into a new physical home, I expect we will learn a lot in the coming year, and will make both smaller and larger improvements to make better use of our new tools. Friends making use of the website and sharing their feedback and suggestions will be an essential part of how we grow into the new site.

Still, we’re moving into a new online home that will better meet many of our needs on day one. I’m confident the new site will offer major improvements over our existing site, and that it will improve further as we grow into it. Coming soon.

Updates on Grants:

Friends Foundation for the Aging (FFA) (Exploring): Roughly four years ago, we received an unsolicited grant of \$8000 to support the development of programming supporting aging concerns in local meetings in our region. Two Friends with substantial experience in this kind of ministry were led to lead this work. After some well-received initial training events, both were clear to lay down their part in this effort, dubbed “Support Across Generations for Elders”, or “SAGE”. In the years since, sufficient new leadership to carry forward this work has not emerged. Roughly half of the granted funds remain unspent.

Recently, Honor Woodrow (as Clerk of Ministry & Counsel) and I have been in conversation with staff of New York Yearly Meeting (NYYM) at the request of Callie Janoff, Director of the Aging Resources, Consultation, and Help (ARCH) Program in NYYM, on which the SAGE effort was originally modeled. Callie invited us to consider whether, rather than returning the remaining funds to FFA, or seeking to restart a new program, NEYM might partner with ARCH, collaborating and integrating with their existing network, resources, and trainings.

A further conversation with Susan Hoskins, the Executive Director of Friends Foundation for the Aging (the original source of the \$8000 grant) raised additional but very preliminary excitement about collaboration and synergy between NEYM, NYYM, and potentially other yearly meetings to extend NYYM’s resources to a wider network of Friends to support individuals, families, and meetings with aging concerns.

While no action is needed at this time, we will continue this conversation with attention to the possibilities for how such a collaboration might unfold, and keep both Ministry & Counsel and Permanent Board informed.

“Too many of us have too many irons in the fire. We get distracted by the intellectual claim to our interest in a thousand and one good things, and before we know it we are pulled and hauled breathlessly along by an over-burdened program of good committees and good undertakings.” - Thomas Kelly

7.9 Clerking Structures Working Group *[Note: this is not the final number of the minute, as the minute book has not yet been assembled]*

The Clerking Structures Working Group returned to us with several concrete proposals for discernment, all of which the body approved, as follows.

Endorsing the report and the detailed recommendations moving the recommendations in the report forward to the appropriate parties for implementation.

The Yearly Meeting holds an ongoing commitment to diversity, inclusion, and equity. We strive to nurture the gifts of all; to create pathways to leadership that are accessible to everyone; and to extend opportunities that will foster a broad exchange of diverse ideas and perspectives. We commit to supporting the leadership development of all Friends, without tokenizing them, regardless of economic background, education, race, age, gender, sexuality, or disability.

The Quaker Practice & Leadership Facilitator should give a progress report at 2020 Sessions. This will increase transparency & accountability, as well as help us keep up momentum even when we encounter obstacles. This will also help us remain accountable to our intentions even when changes take longer than one year.

The overall responsibility for responding to the concerns raised in the report rests with Permanent Board. We expect significant work to happen between annual Sessions. Because Permanent Board interfaces with other working groups & committees, this will help ensure that changes made are integrated with other changes happening across NEYM.

As possible within budgetary constraints, the Finance Committee, Treasurer, and Yearly Meeting Secretary shall ensure funding for the recommendations and incorporate these changes into planning for future budgets.

We ask Ministry & Counsel to offer support to Permanent Board in creating a working group charged with exploring & naming how NEYM currently supports ministry & spiritual life. This working group will identify where support for ministry and spiritual life currently happens and where gaps exist, and then offer recommendations for structures, practices and manageable leadership roles that would best serve the current needs of Friends.

During the triennial review of committee purposes & procedures, Coordinating & Advisory shall pay careful attention to how committee structures can best facilitate effectiveness in the work of NEYM. In our current organizational culture it is often very hard for us to lay things down, and much easier to say “yes” to new things. We therefore end up with more structures and projects that we can responsibly maintain. We need to learn to let things go.

**Permanent Board Working Group
To Examine Our Support for Ministry and Spiritual Life**

Minute 2019-7.9:

We ask Ministry & Counsel to offer support to Permanent Board in creating a working group charged with exploring & naming how NEYM currently supports ministry and spiritual life. The working group will identify where support for ministry and spiritual life currently happens and where gaps exist, and then offer recommendations for structures, practices and manageable leadership roles that would best serve the current needs of Friends.

Charge: We ask this working group to explore where and how support for ministry and spiritual life currently happens among New England Friends and offer recommendations for structures, practices and leadership roles that would best serve the current needs of Friends.

Report: To Permanent Board at their May 16 meeting

Processes to Consider:

- Review current job description of Clerk of Ministry & Counsel
- Review the current Purpose, Procedure, and Composition for NEYM's M&C and make recommendations to C&A about what might be added or taken out of the charge
- Review the document summarizing the work of M&C (based on recent M&C and Sessions minutes) and consult with current members of Ministry & Counsel including the Clerk of Ministry & Counsel as well as recent former Clerks of Ministry & Counsel to learn where and how this work is currently happening within that structure and what challenges exist
- Consult with members of M&C to explore how they perceive their work in relation to the YM; possibly by interviewing a random subset of M&C members and/or by engaging in dialogue with M&C during an M&C meeting
- Consult with other regional bodies to explore various structures, practices, and roles that are used to support ministry and spiritual life
- Consult with New England Friends currently and recently traveling in the ministry or otherwise publicly sharing their ministry to identify the supports they currently utilize and where gaps exist
- Consult with a variety of local meetings to learn more about how NEYM's support for ministry and spiritual life is impactful and where gaps exist
- Consult with a variety of local meetings to learn how they support ministry and spiritual life.
- Consult with the Yearly Meeting Secretary and other leaders and staff about how current and proposed structures impact or would impact other aspects of NEYM's functioning

Questions to Consider:

- What current structures, practices and roles are effective in supporting ministry and spiritual life?

- What concrete changes (such as structures, practices, and roles) might simplify or improve the function of the Yearly Meeting in regards to supporting ministry and spiritual life?
- What concrete changes (such as structures, practices, and roles) could NEYM take to strengthen the vibrancy of local meetings?
- What functions need to be performed at the Yearly Meeting level for a vital Quaker movement in New England?
- Are there opportunities to lay down or reassign any responsibilities currently carried by NEYM Ministry & Counsel?
- How might NEYM better identify and support emerging ministries?
- What kind of culture in relation to ministry do Friends in New England seek to nurture?

NEYM Treasurer's Report to Permanent Board
September 21, 2019

This is a difficult time to write a Treasurer's report. I am a day late in writing this report and it looks like we will be more than a dollar short. Since I am writing this on an odd numbered day I am feeling optimistic. When I stand up on Saturday I will be pessimistic because it will be an even numbered day.

On a different note: As I am typing this report, my window is open and I am hearing the cars and trucks going up and down I-91, and occasionally a train passing through the Northampton station. The Yearly Meeting provides the infrastructure which keeps the meetings in New England connected. Maintaining any structure requires the continued dedication of resources to keep the structure healthy.

Year End

I am cautiously hopeful that New England Yearly Meeting will end the year with a deficit just a bit over the budgeted \$8,421. And you might ask, "What is 'just a bit over'?" The answer is "I have no idea!!"

The books currently show a surplus of \$70,000, but we just received the final Castleton bill for about \$85,000, but then I am expecting at least one \$20,000 monthly meeting contribution, but we still have \$20,000 to \$30,000 in bills and contributions to other organization to pay, but then I expect a \$7,000 contribution from one individual, and then (Note: all of those numbers are approximations and thus subject to change.) This is normal end of the year activity for us and even so, some people wonder why. with a week to go, I do not predict what the final numbers will be. And that is why I have not prepared a financial report for this meeting.

All I know for sure is that Frederick will be very busy over the next month or so as he finishes entering the data and we finalize the numbers for this fiscal year so we can present them to the next Permanent Board meeting. It is not until then that we will know the true health of the Yearly Meeting.

Reserves & Accounting

You may recall that at Sessions I admitted that the Yearly Meetings reserves that the beginning of this coming year would not be sufficient to meet the level required by our policy, which is not what I wrote in my report in the advance documents. The reason for the misstatement was that a few of the steps in the process of setting up the books at beginning of the fiscal year were not performed and that that oversight had not been caught until after I wrote the report.

While in this case the specific cause was very obvious, it raises some more fundamental issues about how the accounts are maintained and how the oversight of our financial processes is being carried out. These are the questions that the Finance Committee needs to discuss and potentially suggest solutions for the future. But their first meeting of the year is not until the end of October.

Noah and I have begun discuss some potential changes that would make the books and the allocation of our resources a little clearer. Looking to make it easier for someone else, like members of the Finance Committee, to understand the state of our finances. Any such change would possibly require additional effort from the staff. Which raises the question of whether we have allocated sufficient resources to maintain the financial aspects of the Yearly Meeting structure.

Pooled Funds

And now a brief note on another part of our financial infrastructure. As most of you know, each year the Yearly Meeting appoints Friends to the Board of Managers of Investments and Permanent Funds (a.k.a. the Pooled Funds Committee). As of July 1, the Yearly Meeting had \$1,720,000 of the \$11,481,000 invested in the Pooled Funds. The remainder (\$9,761,000) belongs to the monthly and quarterly meetings of the Yearly Meeting and other Quaker organizations throughout the region.

The Board actively oversees the investments of the Yearly Meeting by reviewing and approving each company before an initial investment is made. The reviews are done to ensure that the activities of a company are consistent with Quaker principles and are repeated on a regular basis. The Board has hired an investment advisor (the deBurlo Group) to handle the details of making investments and to recommend new companies.

I would strongly urge those of you in meetings with funds to invest to suggest that your Finance Committee consider investing in the Pooled Funds.

If you have any questions, email me at treasurer@neym.org or call 617-775-2338.

Shearman Taber
Treasurer, NEYM

Friends Camp / New England Yearly Meeting -- FY2020 Operating Budget, approved camp committee 9/7/19

	FY20 Budget	Notes	FY19 Budget	FY18 Actual
INCOME				
4100 Summer Program Fees				
4101 Summer Camp Tuition	\$ 401,510	See camper tuition sheet	\$ 386,555	\$ 377,427
4102 Extra Day Between Sessions Fee	2,000	FY19 Actual	1,400	1,620
4103 Teen Session Hiking Trip Fees	1,200	FY19 Actual	1,400	1,360
4104 Camper Transportation Fees	3,500	FY19 Actual	2,500	3,090
4142 Staff Children Discounts Granted			(2,000)	(3,860)
4143 Auction Discounts Given				(600)
Total 4100 Summer Program Fees	\$ 408,210		\$ 389,855	\$ 379,037
4200 Contributions Received				
4201 Contributions from Individuals	\$ 23,000	FY19 Actual	\$ 22,000	\$ 33,772
4202 Contributions from Monthly & Quarterly Meetings	4,500	FY19 Actual	4,500	4,220
4211 Contributions from NEYM	2,200		2,200	2,111
4025 Resident Fellows Grant				
4221 Camp Renewal & Replacement Contributions Received (including grants)				6,225
Total 4200 Contributions Received	\$ 29,700		\$ 28,700	\$ 46,328
4300 Other Operating Income				
4311 Off-Season Rentals	\$ 25,000		\$ 24,000	\$ 24,990
4321 Merchandise Sales	8,500	Idea to increase sales	8,000	9,168
4331 Interest Income				62
4341 Misc Operating Income				
Total 4300 Other Operating Income	\$ 33,500		\$ 32,000	\$ 34,220
7110 General Campership Fund				
7112 General Campership Contributions	\$ 9,000	Combining all campership funds except Level Ground	\$ 6,000	\$ 6,877
7117 General Campership Granted	(38,000)	Now generalizing all campership funds except level ground	(29,000)	(25,536)
Total 7110 General Campership Fund	\$ (29,000)		\$ (23,000)	\$ (18,658)
7120 Codman Academy Fund				
7121 Codman- Transfer from Equity Account	\$ -		\$ -	\$ 2,456
7122 Codman Academy- Contributions Received			4,500	2,926
7127 Codman Camperships Given- Release to Camp Tuition			(4,500)	(4,400)
7129 Codman- Transfer to Equity Account				(982)
Total 7120 Codman Academy Fund	\$ -		\$ -	\$ -
7140 One Child at a Time Fund				

Friends Camp / New England Yearly Meeting -- FY2020 Operating Budget, approved camp committee 9/7/19

	<u>FY20 Budget</u>	<u>Notes</u>	<u>FY19 Budget</u>	<u>FY18 Actual</u>
7141 OCAT- Transfer from Equity Account	\$ -		\$ -	\$ 2,845
7142 OCAT- Contributions Received			2,000	1,395
7147 OCAT Camperships Given- Release to Camp Tuition			(2,000)	(4,240)
7149 OCAT- Transfer to Equity Account				
Total 7140 One Child at a Time Fund	\$ -		\$ -	\$ -
7150 Level Ground Fund				
7152 Level Ground Contributions Received	\$ 4,000		\$ -	\$ -
7157 Level Ground Camperships Given	(4,000)			
Total 7150 Level Ground Fund	\$ -		\$ -	\$ -
7210 Capital Fund				
7211 Capital Fund- Transfer from Equity	\$ -		\$ -	\$ -
7212 Capital Fund- Contributions Received				2,280
7219 Capital Fund- Transfer to Equity Account				(2,280)
Total 7210 Capital Fund	\$ -		\$ -	\$ -
TOTAL INCOME	\$ 442,410		\$ 427,555	\$ 440,927

EXPENSE

5100 Staff Expense

5110 Director

5111 Director Salary	\$ 55,760	2.5% COL increase	\$ 54,400	\$ 48,235
5112 Pension Plan - Employer (10 %)	5,576	10% of salary	5,440	4,824
5113 Health & Disability Insurance - Employer	9,200	Assume 5% increase	9,762	8,514
Total 5110 Director	\$ 70,536		\$ 69,602	\$ 61,572

5120 Support Staff

5121 Maintenance	\$ 20,800	Enough this year	\$ 20,800	\$ 16,987
5122 Kitchen	21,000	Enough this year	21,000	16,648
5123 Assistant Director/ Leadership Staff	12,000	20% increase for office manager, COL for asst director	11,000	12,891
5124 Nurse	5,200	Enough this year	5,200	5,256
5125 Senior Consultant				2,400
5126 Winter Assistant Director/ Office Work	5,400	10 hours/ week for 9 months	2,000	2,600
Total 5120 Support Staff	\$ 64,400		\$ 60,000	\$ 56,782

5130 Counselors

5131 Counselor Salaries	\$ 62,000	5% increase, same number of counselors	\$ 59,000	\$ 52,211
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Friends Camp / New England Yearly Meeting -- FY2020 Operating Budget, approved camp committee 9/7/19

	FY20 Budget	Notes	FY19 Budget	FY18 Actual
5132 International Staff Agencies	6,000	will try to hire more next year	6,000	3,954
Total 5130 Counselors	\$ 68,000		\$ 65,000	\$ 56,165
5140 Staff Development				
5141 Professional Development- Director	2,500		2,900	2,728
5142 Staff Orientation & Safety Training	4,000	This year higher b/c of grant-covered training	3,700	3,442
Total 5140 Staff Development	\$ 6,500		\$ 6,600	\$ 6,170
5150 Travel, Meals and Lodging				
5151 Director Travel, Meals, and Lodging	4,800	Based on FY19 actual	5,000	3,782
5152 Summer Staff Travel, Meals, and Lodging	2,200	This year was unusually high	2,100	2,172
Total 5150 Travel, Meals, and Lodging	\$ 7,000		\$ 7,100	\$ 5,955
5160 Other Staffing Expense				
5161 Workers Compensation	8,200	Based on FY19 actual	8,000	7,421
5162 Payroll Taxes	13,500	up 5%	12,600	10,689
5163 Staff Hiring Expense	900		700	1,289
5164 Resident Friend Stipends and Travel				
Total 5160 Other Staffing Expense	\$ 22,600		\$ 21,300	\$ 19,399
Total 5100 Staff Expense	\$ 239,036		\$ 229,602	\$ 206,042
5200 Summer Program				
5210 Kitchen Expenses				
5211 Summer Food	53,400		53,400	53,399
5212 Housekeeping & Kitchen Supplies	1,200		1,200	1,323
Total 5210 Kitchen Expenses	\$ 54,600		\$ 54,600	\$ 54,723
5220 Summer Vehicles & Transportation				
5221 Summer Van Rental	10,000	Cost going up next year	8,200	8,055
5222 Summer Vehicle Fuel & Tolls	800		800	741
5223 Summer Vehicle Insurance		Now covered by general liability insurance policy	400	618
5224 Charter Bus (NEYM Sessions)	2,500		2,500	2,130
5225 Other Transportation Expense	300	Includes bus tickets for scholarship kids		324
Total 5220 Summer Vehicles & Transportation	\$ 13,600		\$ 11,900	\$ 11,868
Other Summer Program				
5231 Medical Supplies	1,400	Will need epi-pens	1,000	2,316
5241 Program Supplies (Arts, Aquatic, Sports etc.)	6,000		5,500	6,186
5251 Merchandise	7,000		7,000	8,069
5261 Summer Laundry	5,200	Based on FY19 actual	4,700	4,798

Friends Camp / New England Yearly Meeting -- FY2020 Operating Budget, approved camp committee 9/7/19

	FY20 Budget	Notes	FY19 Budget	FY18 Actual
5271 Stayover Between Sessions Expenses	1,600		1,400	1,330
5281 Teen Session Camping Trips Expense	800		1,000	909
Total Other Summer Program	\$ 22,000		\$ 20,600	\$ 23,609
Total 5200 Summer Program	\$ 90,200		\$ 87,100	\$ 90,199
5300 Property Expense				
5310 Depreciation				
5311 Depreciation- Buildings	\$ 19,000		\$ 14,000	\$ 18,644
5312 Depreciation- Furniture, Fixtures, and Equipment	11,000		10,500	4,283
Total 5310 Depreciation	\$ 30,000		\$ 24,500	\$ 22,927
5321 Buildings & Grounds Supplies & Services	\$ 17,000		\$ 17,000	\$ 18,410
5330 Utilities				
5331 Telephone & Internet	\$ 2,800		\$ 3,000	\$ 2,738
5332 Heating Oil	500		500	
5333 Trash Removal	750		600	954
5334 Electric	4,200		4,000	4,274
5335 Propane	1,600		1,600	1,318
Total 5330 Utilities	\$ 9,850		\$ 9,700	\$ 9,285
5341 Winter Office Rent	\$ 3,150	9 months @ \$350	\$ 2,800	\$ 2,800
Total 5300 Property Expense	\$ 60,000		\$ 54,000	\$ 53,422
5400 Administrative Expenses				
5411 Property and General Liability Insurance	\$ 11,000		\$ 11,200	\$ 11,108
5421 CampMinder Online	\$ 4,800		\$ 4,800	\$ 4,700
5430 Accounting				
5431 Credit Card and ACH Fees	\$ 5,000		\$ 5,000	\$ 4,937
5432 Payroll Expenses	2,800	Running more payrolls for seasonal staff	2,400	2,531
5433 Accounting Services	1,500	Doesn't include quickbooks any more, but will include prep for financial review	1,500	990
5434 Bank Service Charges	100		100	84
5435 Professional Accounting Review	1,400		1,400	1,400
5436 Interest Expense				
Total 5430 Accounting	\$ 10,800		\$ 10,400	\$ 9,941
5441 Memberships and Subscriptions	\$ 3,400	Based on FY19 actual	\$ 3,200	\$ 3,133
5450 Marketing				
5451 Printing	\$ 1,500		\$ 1,500	\$ 1,738
5452 Website Design & Changes	1,000	Website refresh	1,300	891

Friends Camp / New England Yearly Meeting -- FY2020 Operating Budget, approved camp committee 9/7/19

	FY20 Budget	Notes	FY19 Budget	FY18 Actual
5453 Advertising Expenses	1,500		1,900	1,293
5454 Newsletter	800		800	798
Total 5450 Marketing	\$ 4,800		\$ 5,500	\$ 4,720
5461 Office Supplies and Services	\$ 2,800		\$ 2,800	\$ 4,187
5471 Fundraising Mailings	\$ 1,000		\$ 1,200	\$ 981
5481 Postage	\$ 1,000		\$ 1,000	\$ 1,334
Total 5400 Administrative Expenses	\$ 39,600		\$ 40,100	\$ 40,104
5600 Off-Season Programs				
5611 Off-Season Food	\$ 4,000	More facilitated programs	\$ 4,000	\$ 3,053
5621 Off-Season Staff for Retreats & Gatherings	5,000	More facilitated programs, new position of retreat host	4,500	4,023
Total 5600 Off-Season Programs	\$ 9,000		\$ 8,500	\$ 7,076
5700 Miscellaneous Expense				
5701 Reconciliation Discrepancies			\$ -	\$ -
5702 Bad Debt Writeoff				
5709 Other Miscellaneous Expense				
Total 5700 Miscellaneous Expense	\$ -		\$ -	\$ -
5710 Donations to Other Organizations				
5711 Donations to Local Organizations	\$ 100		\$ 150	\$ 150
5712 Simple Meal Donation	750		700	750
Total 5710 Donations to Other Organizations	\$ 850		\$ 850	\$ 900
TOTAL EXPENSE	\$ 438,686		\$ 420,152	\$ 397,744
 NET OPERATING INCOME	 \$ 3,724		 \$7,403	 \$43,183
 Other Income (Expense)	 -		 -	 (990)
NET INCOME	\$ 3,724		\$ 7,403	\$ 42,193

**Friends Camp
Draft FY2020 Capital Projects
Approved Friends Camp Committee September 7, 2019**

Priority Ranking	Project	Timeline	Budget
1	New Tractor- 4 wheel drive, at least 35 HP	ASAP	\$25,000
2	New Shed on Garage	Fall 2019 (before winter)	\$4,000
3	New Staff Cabin (2 small rooms with porch, no bathroom)	Spring 2020	\$11,000*
4	Metal Roof on Owl Cabin	Spring 2020, or ASAP	\$3,000

EXPENSES

TOTAL = \$43,000

INCOME SOURCES

Source	Amount
Anticipated Surplus	\$3,700
OBBF Grant for new staff cabin	\$3,000
Budgeted Depreciation	\$30,000
Reserves	\$6,300

TOTAL = \$43,000

*We are looking into an alternative option for our new staff cabin which would significantly reduce cost (probably to about \$8k). However, if that option of a pre-fabricated building does not work for our specific needs, we would need the original budget of \$11k.

Priority Projects for 2021 (Heads up!)

1. Screened in porch behind Big Bird (~ \$12k-\$15k)
2. Improve back of Health Hut to be a new laundry room (~ \$5k)
3. Consider replacing oil-fired water heaters in downstairs & upstairs bathrooms
4. Consider wainscoting for Meetinghouse
5. Consider adding changing rooms and windows to some existing cabins

Inclusive Leadership Development
Progress Report to Coordinating & Advisory
Mid-September 2019

What's moving forward since Sessions:

- This fall and winter I will be focused on bringing the various recommendations from the Clerking Structures and Practices Working Group report to the responsible parties for integration. Both because our structures are complex and because the recommendations themselves are a mix of straight-forward actions and long-term intentions dependent on culture change, this is not a situation where I am just sending off emails to committee clerks saying “please do x,y,z by Sessions 2020”. The work this season involves a series of on-going dialogues which will take some time as I am managing various work projects concurrently, as are other NEYM leaders.
- I have begun working with staff as well as the Presiding Clerk and Clerk of Nominating Committee to improve the mid-October Zoom orientation for committee clerks based on the feedback we've received.
- I have met with Noah who helped me identify places where gathering additional information would help committees discern ways forward.
- I participated in a Nominating Committee meeting where we had a rich discussion of the recommendations related to the work of Nominating. I believe the committee left with a better sense of how all the various recommendations related to the overall goals of growing leadership and eliminating barriers to service and I left with a better sense of how that group current does their work and what might be most possible in the short term and what might require more of a foundation over time.

What's planned next:

- At the end of this month, I will be helping Permanent Board and Ministry & Counsel understand and move forward with the approved recommendation that a Working Group be formed to explore how NEYM supports ministry and spiritual life. The clerks of those committees and I will work together to prepare for that discussion.
- Later this fall, I will be meeting with Coordinating & Advisory to frame the recommendations related to the Purposes & Procedures review process.
- In a few days, I will meet with Internal Nominating to have a similar conversation to the one I've already had with Nominating Committee.

NEYM Nominating Committee report to Permanent Board
29 September 2019

Nominating Committee would like to recommend the following appointments:

Rebecca Leuchak (Providence) for Sessions Committee clerk, 3-year term beginning now
Beth Morrill (Hartford) for Racial, Social and Economic Justice Committee clerk, 3-year term beginning now
Deana Chase (Westport) for Permanent Board, 5-year term beginning now

At our September meeting:

- We reviewed our Purposes & Procedures. In our discussion we recognized that our ultimate goal is to create a vibrant NEYM community of faith in action. One of our pieces is to shepherd the health of committees. Another is to raise up individual gifts and build capacity with individuals and meetings.
- We reviewed the “Clerking Structures and Practices Working Group” report with Nia Thomas and determined our immediate and long-term goals according to the recommendations.
- We reviewed all the committees in our care and determined immediate and long-term actions.

We are grateful for the support of staff, especially Sara Hubner who keeps the list of who is serving on what committee and the term limit in the data base.

Our work plan for the year includes (but is not limited to):

- Review and rewrite of Nominating Committee purposes and procedures.
- Facilitate Meeting Care Day: Feb 29 (Leap Day) at Mt Toby with M&C. Our part is to create a consultation to share best practices in nominating.
- Nominating Committee Operational Manual – update and submit to Permanent Board
- Thank you notes and exit interviews - exit interviews are on hold until C&A reviews process.
- Shepherd health of committees, nominate clerks and committee members.
- Endeavor to coordinate with all other YM Nominating Committees in information sharing and best practices.

Respectfully submitted,
Jacqueline Stillwell, Clerk

La Junta Mensual de Puerto Padre le agradece a Dios por la presencia de esta hermana entre nosotros. Fue un tiempo muy valioso compartimos el trabajo y la espiritualidad. El Señor la uso y ella fue instrument de Dios. Recibimos su amor y compartimos la Fe. Deseamos volver a tenerla entre nosotros.

Yerandi Jorge Ricardo Reyes
15 de Abril del 2019
Pastor de la Junta Mensual de Puerto Padre

Puerto Padre Monthly Meeting thanks God for the presence of this sister among us. It was a very valuable time together: we shared our work and spirituality. The Lord was with her, and she was an instrument of God. We received her love and we shared our Faith. We would love to have her with us again.

Yerandi Jorge Ricardo Reyes
April 15, 2019
Pastor of Puerto Padre Monthly Meeting

**West Falmouth Friends
New England Yearly Meeting**

Dear Friends,

Greetings to North Pacific Yearly Meeting Friends from Friends in New England.

We are united in recommending Jay O'Hara to your care during his travels to your 2019 Annual Sessions. We have found him clear to join you in the role of Friend in Residence. New England Friends rejoice at the prospect of his being with you in fellowship, worship, prayer, and teaching as the Spirit leads.

Jay has been an active member of Sandwich Monthly Meeting (West Falmouth Preparative) for over a decade. He has faithfully served West Falmouth Preparative, Sandwich Monthly, Sandwich Quarterly, and New England Yearly Meetings. He has carried a concern for faithful climate action and led New England Friends in nonviolent direct action on climate change. He actively travels in gospel ministry across New England Yearly Meeting under a minute from Sandwich Monthly Meeting.

His ministry seeks to unite the outward expression of action with the inward motion of prayer and faithfulness, urging Friends to return to the roots of our tradition as we seek to make sense of our place and role in these troubled times.

We commit Friend Jay O'Hara to your prayerful care and nurture during his time among you, and pray that God may open ways for his ministry to be well and faithfully used.

Approved by West Falmouth Preparative Meeting
Third Month, 31st Day, 2019

Frances Lightman, clerk.

Liz H. Webb 7-Apr. (4th mo) - 2019

J. Am 4/27/19

*Sarah B. Gant, clerk, Permanent Board
New England Yearly Meeting
approved 11 May 2019*

July 21, 2019

Dear Friends,

Jay has indeed brought fire to our "coals". It seems everyone was hungry for his faithful message of going to the roots of our tradition. He has reached out to dialogue with our young (friends) and was a hit with children. The freedom in spirit, ^{that he brings} will bring the pot to boil. Indeed, a chronic problem of needing more people to serve had a joyful conclusion when more than a dozen folks stepped forward. We have deep gratitude for the ministry and teaching of Jay.

With deep gratitude,
Lucretia Humphrey, president
North Pacific Ym Clerk

Marybeth Toomey's endorsement was read at the June Wellesley Friends Meeting MMfB. It was sent as a paper copy to the clerk. Below is from the June minutes,

La Junta Mensual de Puerto Padre le da las gracias a Dios por este hermoso tiempo que hemos compartido con esta amada hermana. Fue muy valiosa para nosotros y compartimos los trabajos de la construcción y también espiritualmente. El Señor la uso reconociendo que fue instrument de Dios. Recibimos su amor y compartimos la Fe. Esperamos volver a recibirles.

Yerandi Jorge Ricardo Reyes
15 de Abril del 2019
Pastor de la Junta Mensual de Puerto Padre

Puerto Padre Monthly Meeting thanks God for the lovely time that we shared with this beloved sister. It was very valuable for us: we shared in construction work and in spirituality. The Lord was with her, recognizing that she was an instrument of God. We received her love and we shared our Faith. We hope to have her with us again.

Yerandi Jorge Ricardo Reyes
April 15, 2019
Pastor of Puerto Padre Monthly Meeting

Puente de Amigos Committee
Procedures for Approval for Visitors to Cuban Friends
Proposed to Permanent Board June 2019 with request for approval
Approved Puente Committee May 2019 (with minor revisions June 2019)

This document summarizes the steps to be taken for approval of travelers from NEYM to Cuba through the Puente de Amigos process. Legal as well as spiritual aspects of the process must be followed for right order. Careful spiritual discernment is important. Puente Committee maintains several other more detailed documents which are equally important to the inter-visitation process.

1. Letter of interest from traveler to Puente Committee and request for clearness from Monthly Meeting (MM), including the spiritual intent of the journey.
2. Puente clerks inform the Permanent Board (PB) of the general information (Meeting, timing, etc.) and request approval in advance of individual clearness and Puente approval.
3. Monthly Meeting Ministry & Counsel Committee (or other committee as appropriate) considers each traveler and if deemed clear, forwards to MM Meeting for Business. MM clerk forwards minute of approval and letter of introduction for each approved group to Puente Committee and to Quarterly Meeting (QM)*
4. QM (or clerk of QM) approves each traveler*
5. Puente Committee further discerns clearness of each traveler and if approved, provides orientation/advice to prepare for the trip
6. Puente Committee seeks Cuba Yearly Meeting approval, formal invitation and visas for travelers
7. PB clerk or presiding clerk of NEYM approves travelers, signs clerk's letter, creates transmittal letter(s) as needed for donations and forwards list of approved travelers to PB.
8. Upon their return, travelers return signed letter of introduction or travel minute to Puente Committee, MM, QM, PB.

*Quarterly Meeting approval is required only for those with a travel minute