

**Permanent Board Meeting  
Held over Zoom Video Conference  
September 19, 2020**

**20-76: Opening Worship**

Friends opened with a period of worship. We were invited to share joys and sorrows. A Friend noted that Quakers are good at holding one another up; during these challenging times we hope that gift will continue.

Leslie Manning, Clerk, welcomed Friends to the first meeting of the Permanent Board since Sessions 2020. We welcomed Beth Hansen, Diane Weinholtz, Donn Weinholtz, and Morgan Wilson to the Permanent Board. We also welcomed Scot Drysdale who serves ex-officio on the Permanent Board as clerk of the Finance Committee.

**20-77: Roll Call**

The recording clerk called the roll:

Present: Leslie Manning, Clerk; Hannah Zwirner Forsythe, Recording Clerk; Travis Belcher, Peter Bishop, Martin Zwirner Forsythe, Chris Gant, Beth Hansen, Ian Harrington, Rebecca Leuchak, Ed Mair, Christopher McCandless, Jean McCandless, Gina Nortonsmith, Anna Raddochia, Carole Rein, John Reuthe, Martha Schwope, Sara Smith, Will Taber, Bill Walkauskas, Diane Weinholtz, Donn Weinholtz, Morgan Wilson, Tom Vargo, Mary Zwirner

Ex-Officio: Scot Drysdale (Finance Clerk); Noah Merrill (Secretary); Bob Murray (Treasurer); Bruce Neumann (Presiding Clerk); Elizabeth Reuthe (Secretary's Supervisor)

Visitors: Clarence Burley, Marian Dalton, Nan Davies, Susan Davies, Sarah Gant, Janet Hough, Allan Kohrman, LouAnne McDonald, Jackie Stillwell, Carolyn Stone, Nia Thomas, Honor Woodrow, Kathleen Wooten, Rod Zwirner

Regrets: Darcy Drayton, Deana Chase, Kim Harvey Garcia, Elizabeth Szatkowski

**20-78: July Permanent Board Minutes for Approval**

The minutes from our July meeting were distributed to Friends for review. The minutes of appreciation written for Allan Kohrman, Shearman Taber, and Honor Woodrow were read aloud.

Friends had the opportunity to ask questions. Friends approved the minutes from the July meeting.

## **20-79: Sessions 2020 Minutes for Approval**

Approval of some minutes from Sessions was postponed until this meeting to save time at Sessions for programming. Peter Bishop and Marian Dalton, Sessions recording clerks, presented outstanding minutes from Sessions for Friends' approval.

Friends struggled with minute 4.5 (*insert new number after it is established*), concerning Thursday morning's meeting about the Call to Action that would accompany the Letter of Apology to Native Peoples. We were caught between a desire not to erase insensitive and racist statements made in our meetings and a concern that the minute did not include the response to the sentiments that troubled Friends. When we attempt to make our minutes a verbatim record of the meeting but don't include all voices it has the effect of valuing some voices over others. Our minutes are intended to capture the sense of the meeting, but not every message given. This minute will go back to the Sessions Clerks' Table for re-writing.

Friends noted that in minute 5.7 (*insert new number after it is established*) the word "Black" needs to be capitalized in a few places.

The minutes, excepting minute 4.5 which will come back to our October meeting, were approved.

## **20-80: Presiding Clerk's Report**

Bruce Neumann, Presiding Clerk, spoke to his written report which is appended. Since the close of Sessions, Bruce has met with relevant parties to follow up on the action items and minutes that Sessions approved for further work.

Friends expressed gratitude for Bruce's faithful work to assemble our annual Sessions with specific attention to the needs of our community during this time of virtual gatherings.

## **20-81: Sessions Committee Clerk's Report**

Rebecca Leuchak, clerk of the Sessions Committee, reported to Friends about our virtual week together in August. Rebecca expressed deep gratitude for everyone who worked to make Sessions happen and their faith that we would manage a gathering in a new and different world; "community is possible on Zoom," and everything worked better than we thought it would.

Rebecca pointed out a number of pieces of the week that we should be particularly proud of: our youth programs were well-received and the program coordinators worked tirelessly to make them happen; our technology team worked hard behind the scenes to make tech issues few and minor; and we had a substantial number of newcomers, approximately 15% of the gathered Friends.

There were challenges: Friends mourned the informal gatherings that are part of Sessions when we are in person, and we missed workshops. Though the home groups were appreciated by many attendees, others experienced microaggressions both from attendees and leaders. This underscores the need for more widespread conversations and training about the way that racism permeates our culture and our gatherings.

Many Friends noted that Sessions felt more dominated by spirit than business and process. We wonder what made it more possible to have a spirit-led week. How might we recreate that when we are in person? We appreciate Bruce's decision to focus on the activism of Friends and the social justice issues that are at the forefront of most of our minds.

Friends wondered if there is a way to continue virtual gatherings throughout the year. While we hope to be able to gather in person next year, it would be great to offer a virtual option.

### **20-82: FY2021 Budget Approval**

Bob Murray, Treasurer and former clerk of the Finance Committee (FC), presented the FY2021 budget for final approval. The budget and commentary are appended.

Following a listening session on the budget, FC chose not to make any changes to the budget. However, they stress that the FY2021 budget should be viewed as a spending plan. The year ahead has many unknowns and FC does not pretend to know how events of the year will affect our finances. Any changes that need to be made will come to the Permanent Board for approval. The concern about monthly meeting (MM) contributions continues as MMs also experience the economic effects of the pandemic. Hopefully MMs that do have the resources will consider contributing more, as able.

Friends had the opportunity to ask questions and voice any concerns. Some Friends had concerns about how the FY2022 budget would be constructed given that we typically hear input at Sessions. We are reminded of the approved ongoing priorities funding process.

Friends approved the FY2021 budget.

### **20-83: Update on FY2020**

Noah Merrill, Yearly Meeting Secretary, updated Friends on the current fiscal year. It is always hard to do this in the final weeks of September because we receive so many of our donations in the last days and weeks of the fiscal year.

We have not heard of any intended significant changes from monthly meetings in their donations to the Yearly Meeting. We have seen some increased giving from individuals. We are grateful for the contributions and we acknowledge the privilege that many of us have to continue to give and to increase our contributions.

Our actuals for FY2020 will look different than our budget. There will be a large difference because Sessions did not run in person. We did at least as well at covering the costs of Sessions as we typically do when we are in person. We covered all direct costs and a substantial portion of the staff costs.

We appear to be within \$15,000 of our individual giving goal for the FY2020 budget. We have not yet seen major financial impacts from the pandemic. But we do not know how different things will look in the next year.

Continued financial support of Friends Camp will be necessary. We are currently in the process of applying for forgiveness of the paycheck protection program (PPP) loan. Given the guidelines in the legislation for the PPP and the guidance from our bank we don't anticipate difficulty having the loan forgiven but do have the resources to cover that expense from reserves.

Reserves are still at the level that the Finance Committee says are necessary.

### **20-84 Secretary's Report**

Noah Merrill, Yearly Meeting Secretary, shared the priorities for his attention in the coming year. Noah's Areas of Focus document is appended. It is a draft that requires continued reflection with Elizabeth Reuthe, Supervisor of the Yearly Meeting Secretary, and with Coordinating and Advisory. The work described in the Areas of Focus belongs to many people but is intended to communicate the shared work that will be at the forefront of Noah's mind throughout the year.

Our work as the Permanent Board (PB) is to prayerfully organize and coordinate the work of the Yearly Meeting (YM). This has required new, scary, and bold action this year. But we have seen over the past years that when PB has been willing to faithfully make bold decisions that the YM is led into new and better places. Our work is essential. Noah reiterated a commitment to helping PB stay aware of the life and challenges of the wider body. Much will be shifting underfoot and one of Noah's foci for the year is to ensure that PB has sufficient information about the goings on throughout the YM to properly fulfill our role.

Lastly, Noah shared an update that the YM has finally been issued our group exemption number which allows MMs to more easily prove that they are tax exempt.

### **20-85: Repurposing of the Personnel Committee**

Elizabeth Reuthe, Secretary's Supervisor, presented the report proposing a repurposing of the Personnel Committee into a Personnel Resource Group. This report, including background information on the repurposing and a proposed Purposes, Procedures, and Composition for the group, is appended.

Friends were asked to approve laying down the Personnel Committee. Friends approved.

Friends were asked if they were clear to create a Personnel Resource Group to be constituted by Internal Nominating. Friends approved.

Friends were asked to approve the Purpose, Procedures, and Composition of the Personnel Resource Group. Friends approved.

### **20-86: Internal Nominating**

Internal Nominating brought the names of Elizabeth Szatkowski and Nat Shed to populate the newly formed Personnel Resource Group. They will serve for terms of three years.

Friends approved.

### **20-87: Friends Camp Nominating**

John Reuthe, clerk of Friends Camp Nominating Committee, brought the nomination of Sarah LeFleur to the Friends Camp Committee.

Friends approved.

### **20-88: Nominating Committee**

Jackie Stillwell, clerk of Yearly Meeting Nominating Committee, brought two nominations to the Permanent Board.

Minga Claggett-Borne for Friends Peace Teams

Anna Raddochia reappointed to the Permanent Board, Class of 2025

Friends approved.

### **20-89: Reparations Working Group to Right Relationship Resource Group**

As the Reparations Working Group feels their work is complete, Friends were asked to approve laying down that group. Friends approved.

A recommendation to form a Right Relationship Resource Group is appended. This group would help shepherd the work of sharing with monthly meetings the approved Letter of Apology to Native Peoples and the accompanying Call to Action. Friends approved the creation of this group.

### **20-90: Closing**

Friends closed with a period of worship. We will meet again over Zoom on October 31st.

## **Report to Permanent Board from the Presiding Clerk**

**September 19, 2020**

**Sessions:** We did it! We pivoted to an on-line Annual Sessions and, with a relatively short timeline were able to set the table for a Sessions which, with a few exceptions, worked remarkably well. While we were optimistic about having a good number people, we really didn't know whether we would have 50 or 500, or 1000. In the end we had relatively similar numbers to in-person sessions. Business agenda was shortened and focused and, overall, Friends seemed to appreciate the change, at least given the format. Many of us felt that there was much greater connection and continuity between the various pieces, including plenary, bible half-hours, business agenda, and home groups. I appreciated that in the second year of our practice of noticing patterns, many friends other than those specifically appointed to the work, were noticing and naming patterns.

In a few areas we fell down a bit – options for Sunday worship were limited and communication was confusing; in our planning meetings we had touched on Friends' desire to gather informally, but had not made space for this. We also heard that there were a few micro-aggressions during home groups, not all of which were handled well.

While it is much too soon to name how, I believe many aspects of our experience in planning these virtual sessions will inform planning for next year when we will, God willing, be able to gather in-person. Framing and setting the agenda, and training small-group facilitators being two examples.

**Post-Sessions work:** Since Sessions approved forwarding two documents to Monthly Meetings for their consideration and discernment, I am shepherding this process. A letter will go out soon, which contains both the documents and an overview of how the work will be supported. As allowed by Sessions, I have met with interested and knowledgeable parties to edit the recommendations which will accompany the Letter of Apology to Native Americans. I am expecting that Leslie will report at this same PB Meeting about some suggested changes to the Reparations working group, which will both assemble written and video resources for the work, and will themselves act as resources to MM's.

Similarly, the Earthcare Ministries and Racial, Social, and Economic Justice committees will be assembling resources for work related to their "Call to Urgent Loving Action", and will act as resources on call for Monthly Meetings.

In both cases, I have arranged meetings with interested parties and staff, to ensure alignment between goals and intentions, and what staff support is needed.

**Coordinating and Advisory:** C&A held its annual end-of-summer retreat. Of course this had to be by Zoom. Since we have two new members- Scot Drysdale is now clerk of Finance, and Jeremiah Dickinson is Interim clerk of Ministry and Counsel- it is important to take some time to welcome them and begin to build some sense of community.

We did some visioning, and naming of priorities. Since our shepherding of the Purpose and Procedure process was interrupted by the pandemic, this is one piece of work we will be tending to in the coming year.

**On-going:** And finally I will add that our relationship with Friends United Meeting remains very much on my mind. I continue to reflect on how best to encourage a re-framing of the concerns, and how to prepare for expected discernment at next year's sessions. I am open to Friends reflections on this subject.

**New England Yearly Meeting**  
**FY 2021 Operating (Non-Camp) Budget Proposal**

version 4-3-2020b approved Finance Committee 4-11-2020

Category	FY19		FY20	Δ FY20 to FY21	FY21 Proposed Budget*
	Budget	Actuals	Budget		
<b>Income</b>					
4010 Individual Contributions	212,000	210,194	215,500	14,725	230,225
4020 Monthly Meeting Contributions	373,000	333,257	377,000	(4,000)	373,000
4030 Organizations Contributions	-	1	-	-	-
4050 Interest and Dividend Income	4,000	9,303	9,000	-	9,000
4070 Books and other Items	16,000	20,077	17,000	-	17,000
4080 Retreat Program Fees	50,000	44,618	50,000	(3,000)	47,000
4085 Sessions Program Fees	185,000	202,936	201,000	10,050	211,050
4090 Change in Fair Market Value	-	960	-	-	-
4099 Net Assets Released To/From	8,500	660	-	-	-
<b>Total Income</b>	<b>848,500</b>	<b>822,005</b>	<b>869,500</b>	<b>17,775</b>	<b>887,275</b>
<b>Expenses</b>					
5000 Staff	363,915	379,198	406,231	25,288	431,519
5110 Administration	96,496	56,890	64,996	2,554	67,550
5200 Office	37,015	32,252	36,515	500	37,015
5300 Travel & Conferences	36,000	32,007	39,000	(3,700)	35,300
6000 Programs	259,020	243,348	266,420	3,590	270,010
6140 Books and Other	14,500	17,447	15,000	(500)	14,500
6200-6500 Support of Other Orgs.	45,975	43,471	45,975	-	45,975
6600 Publications	4,000	3,522	4,000	-	4,000
<b>Total Expenses</b>	<b>856,921</b>	<b>808,137</b>	<b>878,137</b>	<b>27,732</b>	<b>905,869</b>
<b>Net Operating Income</b>	<b>(8,421)</b>	<b>13,868</b>	<b>(8,637)</b>	<b>(9,957)</b>	<b>(18,594)</b>
<b>Other Income &amp; Other Expense</b>					
9940 Other Income - Transfers from other funds		32,072			
<b>Total Other Income</b>		32,072			
<b>Net Other Income</b>		32,072			
<b>Net Income</b>	<b>(8,421)</b>	<b>45,940</b>	<b>(8,637)</b>	<b>(9,957)</b>	<b>(18,594)</b>

**Note**

\* This budget was developed as the COVID-19 pandemic was just beginning to take hold and efforts to reduce its spread were starting to be implemented. The Finance Committee could see that our plans for the coming year might need to be significantly altered, but knew we could not anticipate what those changes would be and thus did not adjust for those eventualities. The Committee realized that it may need to revise the proposed budget prior to submitting it for approval by the Yearly Meeting, if and when they are presented with a revised set of guidelines for the activities of the Yearly Meeting in the coming year.



**New England Yearly Meeting**  
**FY 2021 Operating (Non-Camp) Budget Proposal**

version 4-3-2020b approved Finance Committee 4-11-2020

Category	FY2019		FY2020 Budget	Δ FY20 to FY21	FY2021 Draft Budget
	Actuals	Budget			
<b>Income</b>					
4010 Individual Contributions	210,194	212,000	215,500	14,725	230,225
4020 Monthly Meeting Contributions	333,257	373,000	377,000	-4,000	373,000 <sup>1</sup>
4030 Organizations Contributions	1	0	0	0	0
4050 Interest and Dividend Income	9,303	4,000	9,000	0	9,000
4070 Books and other Items	20,077	16,000	17,000	0	17,000
4080 Retreat Program Fees	44,618	50,000	50,000	-3,000	47,000
4085 Sessions Program Fees	202,936	185,000	201,000	10,050	211,050 <sup>2</sup>
4090 Change in Fair Market Value	960	0	0	0	0
4099 Net Assets Released To/From	660	8,500	0	0	0
<b>Total Income</b>	<b>822,005</b>	<b>848,500</b>	<b>869,500</b>	<b>17,775</b>	<b>887,275</b>
<b>Expenses</b>					
5000 Salaries and Benefits	379,198	363,915	406,231	25,288	431,519 <sup>3</sup>
5100 General & Administration				0	
5110 Administration				0	
5120 Bank Expense	7,280	6,000	6,000	1,000	7,000
5130 Contracted Services	18,702	60,396	31,896	-996	30,900
5135 Accounting Services	4,000	4,000	4,000	-2,500	1,500 <sup>4</sup>
5140 Legal Services	7,771	7,750	5,250	-3,750	1,500 <sup>4</sup>
(TBD) Infrastructure				1,000	1,000 <sup>5</sup>
5150 Liability Insurance	4,071	4,000	4,000	1,100	5,100 <sup>6</sup>
5160 Payroll Service	5,229	4,500	4,500	700	5,200
5170 Recruiting Expense		500	0	0	0
5180 Rent	9,350	9,350	9,350	0	9,350
5190 Misc. Expense	488	0	0	0	0
<b>Total 5110 Administration</b>	<b>56,890</b>	<b>96,496</b>	<b>64,996</b>	<b>2,554</b>	<b>67,550</b>
5200 Office				0	
5210 Archives Office Expenses		0	0	0	0
5220 Cleaning Services	264	265	265	0	265
5230 Maint - Equip & Hardware	0	1,250	1,250	0	1,250
5240 Postage	3,218	3,750	3,750	0	3,750
5250 Office Equipment	331	3,250	3,250	0	3,250
5260 Office Supplies	1,376	2,500	2,000	500	2,500
5270 Printing & Copying	14,614	14,500	14,500	0	14,500
5280 Software & Updates	9,128	7,000	7,000	0	7,000
5290 Telephone	3,179	4,500	4,500	0	4,500
5295 Miscellaneous	142	0	0	0	0
<b>Total 5200 Office</b>	<b>32,252</b>	<b>37,015</b>	<b>36,515</b>	<b>500</b>	<b>37,015</b>
<b>Total 5100 General &amp; Administration</b>	<b>89,142</b>	<b>133,511</b>	<b>101,511</b>	<b>3,054</b>	<b>104,565</b>
5300 Travel & Conferences				0	
5310 Travel - Committee	7,217	3,000	2,500	500	3,000
5320 Travel - Clerk	3,552	5,000	4,000	500	4,500
5330 Travel - Programs	1,460	4,600	4,600	-900	3,700
5335 Travel - Rep. Travel	4,746	5,000	10,000	-3,300	6,700 <sup>7</sup>
5350 Travel - Staff	15,032	18,000	17,500	-500	17,000 <sup>8</sup>
5360 Travel - Ministries		400	400	0	400
<b>Total 5300 Travel &amp; Conferences</b>	<b>32,007</b>	<b>36,000</b>	<b>39,000</b>	<b>-3,700</b>	<b>35,300</b>

**New England Yearly Meeting  
FY 2021 Operating (Non-Camp) Budget Proposal**

version 4-3-2020b approved Finance Committee 4-11-2020

Category	FY2019		FY2020 Budget	Δ FY20 to FY21	FY2021 Draft Budget
	Actuals	Budget			
<b>6000 Programs</b>				0	
6110 Sessions Room & Board	173,649	170,000	175,950	5,190	181,140
6112 Retreats - Room & Board				0	
6114 Room Rental	17,625	20,000	20,000	0	20,000
6150 Food Expense	15,130	18,000	18,000	0	18,000
6112 Retreats - Room & Board	32,754	38,000	38,000	0	38,000
6125 Program Expenses				0	
6105 Honoraria	15,814	16,500	19,500	2,500	22,000 <sup>9</sup>
6115 Equipment Rental	5,412	6,000	6,000	0	6,000
6121 Supplies and Other Expenses	5,078	9,300	9,300	0	9,300
6165 Pre-Sessions Expense	1,406	1,000	1,000	0	1,000
6125 Program Expenses	27,710	32,800	35,800	2,500	38,300
6130 Committee Exp. - General	5,838	11,700	11,950	-5,600	6,350
6134 Childcare	788	2,000	2,000	0	2,000
6167 Committee Day Expenses		500	500	-500	0
6130 Committee Expenses	6,626	14,200	14,450	-6,100	8,350
6160 Support - Retreats & Sessions				0	
6163 Friends Camp	2,309	2,220	2,220	0	2,220
6167 Religious Education & Outreach	300	1,800	0	2,000	2,000 <sup>10</sup>
6160 Program Support	2,609	4,020	2,220	2,000	4,220
<b>Total 6000 Programs</b>	<b>243,348</b>	<b>259,020</b>	<b>266,420</b>	<b>3,590</b>	<b>270,010</b>
<b>6140 Books and Other</b>		0	0	0	0
6142 Books	10,068	14,500	15,000	-500	14,500
6145 Other Items for Sale	1,650	0	0	0	0
6147 Consignment Sales	5,730	0	0	0	0
<b>Total 6140 Books and Other</b>	<b>17,447</b>	<b>14,500</b>	<b>15,000</b>	<b>-500</b>	<b>14,500</b>
<b>6200 Support of Other Orgs</b>				0	
6310 FGC	13,075	13,075	13,075	0	13,075
6320 FUM	11,357	13,075	13,075	0	13,075
6325 FWCC	13,075	13,075	13,075	0	13,075
6310-6325 FGC, FUM & FWCC	37,507	39,225	39,225	0	39,225
6328 Ramallah Friends School	100	100	100	0	100
6335 AFSC	300	300	300	0	300
6340 FCNL	750	750	750	0	750
6345 QEW	300	300	300	0	300
6350 Friends Peace Teams	100	100	100	0	100
6355 FWCC 3rd World Travel	500	500	500	0	500
6360 QUNO	200	200	200	0	200
6362 Quaker Voluntary Service	100	100	100	0	100
6328-6362 Friends' Organizations	2,350	2,350	2,350	0	2,350
6590 Ecumenical Organizations				0	
6592 State Council of Churches	3,214	4,000	4,000	0	4,000
6594 NE Council of Churches	150	150	150	0	150
6596 NECL	150	150	150	0	150
6598 World Council of Churches	100	100	100	0	100
6590 Ecumenical Organizations	3,614	4,400	4,400	0	4,400
<b>Total 6200-6500 Support of Other Orgs.</b>	<b>43,471</b>	<b>45,975</b>	<b>45,975</b>	<b>0</b>	<b>45,975</b>

**New England Yearly Meeting  
FY 2021 Operating (Non-Camp) Budget Proposal**

version 4-3-2020b approved Finance Committee 4-11-2020

Category	FY2019		FY2020 Budget	Δ FY20 to FY21	FY2021 Draft Budget
	Actuals	Budget			
<b>6600 Publications</b>				0	
<b>6610 Yearly Meeting Minute Book     (Minutes + Directory)</b>		1,000	1,000	-1,000	0
<b>6620 New England Friend (Sessions     Issue)</b>	3,522	3,000	3,000	1,000	4,000
<b>Total 6600 Publications</b>	3,522.15	4,000	4,000	0	4,000
<b>Total Expenses</b>	808,136.85	856,921	878,137	27,732	905,869
<b>Net Operating Income</b>	13,868.24	-8,421	-8,637	-9,957	-18,594
<b>Other Income &amp; Other Expense</b>					
<b>9940 Other Income - Transfers from other fu</b>	32,072.22				
<b>Total Other Income</b>	32,072.22				
<b>Net Other Income</b>	32,072.22				
<b>Net Income</b>	45,940.46	(8,421.09)	(8,637.00)	(9,956.76)	(18,593.76)

**Notes:**

- 1 To be conservative, monthly meeting contributions were kept at the 2019 level.
- 2 Assumes a room and board fee increase by Castleton Univ in summer 2021.
- 3 Increases in salaries are due to a COLA increase, merit raises and raises to keep staff in equitable pay ranges.
- 4 The amount of the Accounting Services and Legal Services lines has decreased due to adequate amounts already in the funds set aside for those purposes.
- 5 The final account number for the "Infrastructure" item has not been determined yet. This item was approved by Permanent Board in February 2020.
- 6 Includes new "cyber liability" protection.
- 7 The budget sets aside \$1700 (~\$5000/3) for FWCC travel, to be transferred to the 3630 World Conference Travel Board Designated Fund.
- 8 This reduced amount is consistent with actual Staff Travel in prior years.
- 9 Includes \$1000 to respond to the Peer Support Budget Priority.
- 10 Adds \$1000 for Spiritual Formation and \$1000 for Inclusive Leadership to respond to the respective Permanent Board Budget Priorities.

### Draft Committee Budgets

Committee	FY20 Budget	FY21 Request	FY21 Proposed
Archives	-	-	
Coordinating & Advisory	500	500	500
Development	1,000		-
Earthcare Ministries	350	350	100
Faith and Practice	1,050	1,050	1,050
FGC	100	100	100
Finance	100	100	100
Friends Camp	-	-	-
FUM	350	350	100
FWCC	750	750	100
Ministry and Counsel	1,650	1,650	100
Nominating	1,650	1,650	500
Personnel	-	-	-
Permanent Board	250	250	100
Ch. W. Supremacy WG	600	600	100
Puente de Amigos	1,500	1,500	1,500
Racial Social Econ Justice	1,500	1,500	1,500
Youth Ministries	600	500	500
<b>Total</b>	<b>11,950</b>	<b>10,850</b>	<b>6,350</b>

**Report to Permanent Board  
From the Finance Committee  
September 19, 2020**

**Budget Commentary: FY21 Draft Budget**

The draft budget being presented to Permanent Board in September 2020 was approved by the Finance Committee in April 2020 during the period when the COVID-19 pandemic was just beginning to take hold. The budget was presented to Permanent Board for comment in early July, and reviewed again by the Finance Committee in late August following an open Budget Listening Session earlier that day.

As we are still in a period where even short-term projections are uncertain, Friends should consider this budget as a “spending plan” that will likely need adjustment as we get into the fiscal year and the Yearly Meeting makes decisions on how its work will unfold.

The Finance Committee will be especially interested in hearing any further guidance on how the budget can reallocate funds to remove barriers to participation in the activities of the Yearly Meeting.

This draft FY2021 budget includes some modest increases from last year’s budget to respond to the funding priorities Permanent Board approved in November 2019.

Specifically:

1. For the priority of supporting inclusive leadership, we have added \$1000 to line 6167 Religious Education and Outreach.
2. For the priority of supporting peer support and consultation we have added \$1000 to line 6105 Honoraria to allow more honoraria to be used for 2021 Sessions.
3. For the priority of supporting spiritual formation we have added \$1000 to line 6167 Religious Education and Outreach.
4. For the priority of supporting global relationships, we have set aside \$1700 (~\$5000/3) for FWCC travel, to be transferred to the 3630 World Conference Travel Board Designated Fund for use in a future year.

In addition:

- The proposed budget supports ongoing efforts to see that NEYM provides equitable salary levels and benefits for our employees.
- The amount designated for staff travel was reduced from the FY20 budget to bring it into line with actual expenses in prior years.
- The amount in the Accounting Services and Legal Services lines has decreased because the funds set aside for these purposes have reached an adequate level.
- We realize that the level of Monthly Meeting Contributions may be a challenge for some meetings. We are hoping that other meetings will consider raising their contribution to help the Yearly Meeting fulfill its purpose during this difficult period.

*Revised September 13, 2020*

- An increased number of online meetings may require greater use of the Childcare and Software line items. We can shift budget lines to accommodate this, as needed.

**Signature:** Robert Murray, NEYM Treasurer; former clerk, Finance Committee

# Areas of Focus

Noah Merrill, NEYM Secretary  
October 2020-September 2021

## **Foundation in support of service:**

*Prayer practice, exercise, and recreation. Seek to work 5 days/week. Monday Sabbath, flexible additional day. Schedule multi-day retreat times. Continue preparation for sabbatical, to be scheduled as conditions allow. Nurture relationships. Celebrate progress. Cultivate courage, resilience, faith, and trust. Encourage experimentation and discovery. Engage accountability partners. Look for opportunities to be proactive.*

## **Work with Staff and Coordinating & Advisory (C&A) teams, and with Permanent Board to:**

1. *facilitate a more shared vision of our work, and Friends' condition in our region;*
2. *strengthen collaboration, integration, and coordination;*
3. *invite us to be clear in our intentions as we make decisions;*
4. *lift up trade-offs, and provide context to inform present actions;*
5. *increase space for vision, innovation, risk-taking, reflection, and growth.*

*In partnership with staff, C&A, and Permanent Board, and with their support, focus my attention on contributing to our shared work in the ways below.*

### **1. Encourage and Liberate Ministry**

- a. Set a table for, consult with, and encourage those who serve their meetings
  - i. including biweekly local meeting leadership calls
- b. Set a table for, consult with, and encourage Friends active in public ministry, for vocational reflection and mutual encouragement in the service
- c. Ensure mentoring and accompaniment for those with emerging gifts
- d. Help local meetings connect with Friends active in public ministry
- e. Complete and present the recommendations of the Ministry & Spiritual Life working group, and support next steps the Yearly Meeting may be led to undertake in growth and discovery in support of ministry and spiritual life
- f. Create space to write and speak for a wider audience

### **2. Nurture Servant Leadership**

- a. Prioritize opportunities to support those who serve their local meetings
  - i. including biweekly local meeting leadership calls
- b. Promote inclusion and remove barriers to participation, starting with barriers relating to age/life stage/family responsibilities, economic status, race
- c. Nurture capacity to connect Friends with relevant opportunities for mentoring, leadership development, and training
- d. Focus on aligning organizational structure and roles to facilitate effectiveness, integration, and a culture of collaboration

*In all my work, ask:*

*Does this decision or action support the thriving of local meetings? How?*

*What context would be helpful for us in this moment?*

*What culture is fostered by this decision or action?*

*Are we engaging with the roots of this challenge—rather than merely addressing symptoms?*

*What is the Spirit's invitation for how we can live our faith in this context?*

- e. Support integration and strengthening of capacity to name and nurture gifts, including in nominating for formal service
- f. Increase transparency of, access to, and awareness about Yearly Meeting policies, procedures, practices, and available resources

### 3. Foster Religious Education

- a. With a priority on serving those who serve in local meetings, ensure consistent availability of meaningful opportunities for spiritual formation, leadership development, and training in Quaker practice, supported by ongoing listening, evaluation, and reflection
- b. Support exploration and development of a next offering of the *Nurturing Faithfulness* spiritual formation program
- c. Identify and carry forward next steps in related crucial areas for growth, including lifelong spiritual formation, outreach & welcoming, and caring for the whole lifecycle of meetings (including accompanying Friends birthing new meetings and Friends offering “hospice” as meetings are laid down)

### 4. Lead Development Program

- a. Convene Friends to explore and develop an approach to endowments as a “carrier for vision” for the present and future of Friends ministry
- b. Develop and implement new practices to engage Friends serving as volunteers in our development ministry, in more meaningful and integrated ways
- c. Ensure programming and resources to cultivate a stewardship worldview among New England Friends
- d. Plan, manage, and integrate annual fundraising efforts for FY2021
- e. Interpret the ministries of New England Quakers, listen to Friends’ hopes and concerns, report on the progress Friends’ gifts—of all kinds—have made possible, invite increased engagement and support

### 5. Focus and Integrate Communications

- a. Plan and feature diverse and dynamic voices and stories of Friends through monthly email newsletter and other channels
- b. Further strengthen NEYM’s ability to respond swiftly and sensitively to emerging events, including the possibilities of political violence and civil disorder
- c. Continue development and management of communications calendar, strategy, and team for NEYM
- d. Develop capacity for integrated planning for strategic communications
- e. Ensure creation, and promote consistent use of, style guides, policy, and training to support effective, aligned communications, cultivating a more consistent and compelling *voice* for NEYM
- f. Improve data gathering and focused use of data to support engagement and publicity for events and training opportunities, and to help align gifts and experience with opportunities for service

2

*In all my work, ask:*

*Does this decision or action support the thriving of local meetings? How?*

*What context would be helpful for us in this moment?*

*What culture is fostered by this decision or action?*

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*What is the Spirit’s invitation for how we can live our faith in this context?*



**In the context of these areas of focus, I anticipate investing significant energy in several major projects, including:**

1. Continuing accompaniment, support, and responsiveness to the needs of local meetings during the COVID-19 pandemic, including
  - a. Partnering with the Youth Ministries staff and Youth Ministries Committee to support flexible, relevant responses to the needs of families and meetings for youth ministry
  - b. Engaging in ongoing partnership and consultation with Friends serving in leadership roles in local meetings
  - c. Curating and creating resources relevant to emerging needs, and sharing meetings' responses and learning
  - d. Ongoing ecumenical partnership supporting community needs
2. Ensuring partnership from the wider YM in supporting the particular needs of Friends Camp, in this especially challenging context
3. Supporting continuing integration, support, and coherence among the various ways the Yearly Meeting and Friends in our region are working for justice and equity, seeking to act in ways—and promote policies and practices—that are antiracist, seeking wholeness and right relationship;
4. Supporting Friends living into the recommendations of the Ministry & Spiritual Life working group as an ongoing process of discovery;
5. Partnering with the Finance Committee, Treasurer, and Accounts Manager to forecast financial needs and impacts, and to develop contingency plans and propose adjustments to spending and income goals as needed;
6. Exercising overall responsibility and care for the planning process for Sessions 2021, including supporting the Yearly Meeting's assessment, discernment, and decision-making about options for in-person, hybrid, and virtual components of Sessions, and ensuring integration and coherence in planning and implementation;
7. Supporting the Presiding Clerk, FUM representatives, and local and quarterly meeting leadership in shepherding discernment regarding the NEYM policy on withholding from Friends United Meeting, and NEYM's advocacy to change the FUM personnel policy;
8. In partnership with Coordinating & Advisory Committee and Permanent Board, completing a review of Purposes, Procedures, and Composition, including discernment and implementation of recommendations.

3

*In all my work, ask:*

*Does this decision or action support the thriving of local meetings? How?*

*What context would be helpful for us in this moment?*

*What culture is fostered by this decision or action?*

*Are we engaging with the roots of this challenge—rather than merely addressing symptoms?*

*What is the Spirit's invitation for how we can live our faith in this context?*

## Background on the Personnel Resource Group Proposal

In the spring of 2019, a small group volunteered to update the Personnel Policy Manual for the Personnel Committee. The group consisted of the Clerk of the Personnel Committee, Yearly Meeting Secretary, the Yearly Meeting Secretary's supervisor (all current members of Personnel), and the former clerk of the Personnel Committee (who had brought the current Personnel Policy Manual to Permanent Board for approval in 2016).

It quickly became clear to this group that the Personnel Policy Manual needed to be fully rewritten, not just updated. Much of the language in the 2016 version came from the time when the Personnel Committee had more of an approval function than it does now. In the past six years, the Yearly Meeting Secretary has been asked to assume many of the duties once done by the Personnel Committee.

On Feb 15, 2020, Robert Murray brought a recommendation from C&A to Permanent Board to form an ad hoc committee to determine:

- What form of support and oversight the Permanent Board needs to be assured that NEYM is treating our employees with the respect and fairness that they deserve?
- How the Yearly Meeting Secretary can best get knowledgeable support for complex personnel issues? and
- What mechanism should the Yearly Meeting use to reach and maintain an appropriate compensation level for the Yearly Meeting Secretary?

The Clerk of the Personnel Committee (Dulany Bennet), Yearly Meeting Secretary (Noah Merrill), the Yearly Meeting Secretary's supervisor (Elizabeth Reuthe), the former clerk of the Personnel Committee (Robert Murray), the Director of Friends Camp (Anna Hopkins) and Phil Stone - a member of Permanent Board from the Worcester Meeting were named to this committee to make recommendations to Permanent Board. Elizabeth Reuthe was asked to convene the group.

The group met several times and developed a Purposes, Procedures, and Composition document which was shared with the Personnel Committee on May 15, 2020. The Personnel Committee reviewed the work, and with a few helpful changes supported the document (as amended by the committee).

Finally, the Ad Hoc Committee met May 29, approving the final changes. The results of this work is the Purposes, Procedures, and Composition document attached.

Present via Zoom videoconferencing: Dulany Bennett (clerk), Elizabeth Szatkowski, Chris Gant, Nat Shed, Sarah Gant, Eleta Jones and Maureen Lopes (recording)

Ex Offio: Noah Merrill (Yearly Meeting Secretary), Leslie Manning (Permanent Board Clerk), and Elizabeth Reuthe (Yearly Meeting Secretary's supervisor)

The meeting opened with a period of waiting worship.

Attendees introduced themselves, their meeting and their role on the Personnel Committee. Nat Shed and Eleta Jones were welcomed as new members.

**Consideration:** "Proposal to Permanent Board from the Coordinating and Advisory Committee (C&A), February 15, 2020)" attached.

The Background section provided an update on what has been happening since the Personnel Committee (PC) last met in the spring of 2019. A small ad hoc group found that the Personnel Policy Manual needed to be fully rewritten, not just updated. Major changes have occurred as NEYM moved from a 'field secretary' position, without personnel responsibilities, to the 'yearly meeting secretary' role.

The ad hoc group took to C&A a recommendation to create a new ad hoc committee to thoroughly determine the best structure for personnel. These individuals have offered to serve: Dulany Bennet, Clerk of the current Personnel Committee, Noah Merrill, Yearly Meeting Secretary, Elizabeth Reuthe, the Yearly Meeting Secretary's supervisor, Robert Murray, former clerk of the Personnel Committee, Anna Hopkins, Friends Camp Director and Bill Stone from Worcester Meeting who is an attorney with a working knowledge of personnel law.

**Minute:** Personnel Committee is in unity with the proposal to Permanent Board to lay down the PC as currently constituted and to create a new personnel group to support the YM Secretary and "ensure that NEYM is a good employer, acting in ways that are consistent with our Quaker values and following best practices".

**Consideration:** "Purposes and Procedures of Personnel Resource Group". Elizabeth Reuthe shared the second document to be forwarded to Permanent Board (attached). She will make recommended edits.

Permanent Board will meet on June 6 and decide whether to forward the recommendations to Session for affirmation. Internal Nominating will be responsible for identifying 2-4 individuals to fill the non-ex officio positions. Sarah Gant was given guidance by Leslie Manning that Internal Nominating could begin this work as early as their meeting on Monday, May 18.

Dulany Bennett held up the “layers of work that had gone into these changes and the spirit in which the fruits of the work have been received”. She also thanked Nat and Eleta for volunteering for PC. All current members and recent former members will receive these minutes and documents to help ‘close the circle’.

# Purposes, Procedures, and Composition of Personnel Resource Group<sup>1</sup>

## Purpose

The role of the Personnel Resource Group (PRG)<sup>1</sup> is to ensure that New England Yearly Meeting (NEYM) is a good employer, acting in ways that are consistent with our Quaker values and following best practices. The PRG reports to the Permanent Board. The PRG members advise the Yearly Meeting (YM) Secretary on complex personnel matters, upon request.

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## Procedures

The Personnel Resource Group will:

- Conduct its work confidentially to protect employee confidentiality
- Convene at the request of the NEYM Secretary, the Group's clerk, the Permanent Board clerk, or Coordinating and Advisory Committee (C&A)
- Annually review NEYM personnel policies and procedures to ensure compliance with those policies and/or provide comments and suggestions concerning Personnel Policy changes with an eye to incorporating best practices including staff compensation and benefits practices and staff annual evaluation processes and status.
- Advise the Permanent Board concerning the results of its annual policy and procedure review and make recommendations concerning any Personnel Policy changes that might be required in the light of standard best practices.
- Review the Yearly Meeting (YM) Secretary's annual feedback (which is completed by the Supervisor).
- Provide requested input to the Friends Camp Personnel Committee on personnel issues.<sup>2</sup>
- During the annual budgeting process, review with the YM Secretary the recommended compensation and benefits for staff members (clerk of the PRG only).
- Perform special projects as requested by the YM Secretary, Permanent Board, or C&A

## Composition

Ex officio members of the PRG are the YM Secretary, the Supervisor of the YM Secretary and the Clerk of Permanent Board (all members of C&A).

Two to four other members will be nominated by Permanent Board Internal Nominating Committee (in consultation with YM Secretary and the Clerk of Permanent Board) and appointed by the Permanent Board. The essential role of these named members is bringing knowledge of best personnel practices to NEYM. The term would be three staggered years.

The named members should bring relevant expertise in one or more of the following personnel areas: leadership, management, cultural change, performance evaluation, compensation and benefits (including salary surveys), recruitment and hiring practices that support diversity and inclusion, employee development, employee relations, and organizational structure. Group members need not be members of Permanent Board.

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<sup>1</sup> Personnel Resource Group is a temporary name that Permanent Board may change

<sup>2</sup>The New England Yearly Meeting personnel policy applies to the Friends Camp Director, while separate policies govern the Friends Camp part-time and seasonal staff. The Friends Camp personnel policies are in accordance with Maine State youth camp licensing requirements and the American Camp Association requirements.

# Purposes, Procedures, and Composition of Personnel Resource Group<sup>1</sup>

Additional people may be asked to work on a specific special project. For example, when the Personnel Policy is updated, the PRG might ask a member of the staff and/or a member of the Friends Camp Personnel Committee to participate.

The PRG clerk will be nominated by Permanent Board Internal Nominating Committee following consultation with the Clerk of Permanent Board and YM Secretary and approved by Permanent Board. The clerk will be one of the named members of the PRG and will report to Permanent Board about the work of the PRG as needed.

# Why the Pivot to the Personnel Resource Group From the Personnel Committee?

## A Summary

What is the value of the change?

- The Size of the Committee and lack depth in employee relations expertise allowed breaches of confidentiality
- The Personnel Resource Group is smaller and nimbler.
- This group of experts is more likely able to organize complex personnel tasks such as compensation surveys, creating new policies that reflect the current reality, anticipating legal requirements (such as family leave) and specific sensitive personnel issues
- The new group can help us recruit, hire, and train with diversity in mind

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Who would appoint it?

- 3 ex-officio, 2-4 people with expertise in Personnel Best Practices. All non-ex-officio members are:
  - Nominated by Internal Nominating in consultation with the Secretary and clerk of permanent board.
  - Approved by the Board
- Clerk is a nominated member (not a serving ex-officio member of PB)
  - Appointed by Internal Nominating in consultation with the Secretary and Clerk of permanent board.

For more detailed comparison, please see the table attached.

## Why the Pivot to the Personnel Resource Group From the Personnel Committee?

	Previously	Proposed
Basic Role	Changes made or new actions to be taken, positions or job descriptions adjusted, performance evaluations finalized (the committee received and read performance appraisals for staff), etc. Personnel Committee saw these changes as required.	Responsible for providing support to the Secretary. Provide PB with assurance that NEYM policies are best practices with an annual review and if appropriate recommended policy changes.
Size of Group/ Ex-Officio Members/ Expertise	Personnel Committee was large and consisted up to 14 people including the Secretary, Supervisor, the Clerk of PB, the Treasurer (all ex officio) and 7-9 of other people, sometimes with limited expertise in Employee Relations and Massachusetts and Maine labor law <ul style="list-style-type: none"> <li>Group size = 14 resulted in difficulty scheduling meetings</li> </ul>	The resource group includes the Secretary, Supervisor, Clerk of PB(all ex officio) and 2 – 4 appointed members who are well informed about best practices such as comp & benefits, new legal requirements that may be in the works (family leave act) and latest employee relations best practices of inclusivity and diversity in hiring and training <ul style="list-style-type: none"> <li>The size of the group (Max =7) allows it to be nimble</li> </ul>
Confidentiality	Meeting Conversations were not always kept confidential <ul style="list-style-type: none"> <li>The size of the group &amp; the diversity of employee relations expertise resulted in breaches of confidential information</li> <li>The entire group needed to be convened for the Secretary to bring sensitive issues to the group</li> </ul>	Charged with conducting its work confidentially <ul style="list-style-type: none"> <li>The smaller group and the understanding of best practices will limit confidentiality breaches.</li> <li>It will be possible for the Secretary to consult with one on one with PRG members in the moment.</li> </ul>
Meeting Schedule	Last year, convened to recommend laying itself down	<ul style="list-style-type: none"> <li>As required</li> <li>At least annually to review the policy manual and the Secretary's Review and C&amp;A compensation request</li> </ul>
Presence at PB	<ul style="list-style-type: none"> <li>Personnel reported decisions to PB including creating a policy manual.</li> <li>Clerk was an ex-officio member of PB</li> </ul>	<ul style="list-style-type: none"> <li>PRG will use their expertise to review the Policy Manual and once a year recommend any changes in policy to PB</li> <li>PB will approve</li> <li>Clerk is not a member of PB</li> </ul>
Non Ex-Officio Nominating process	Internal Nominating Committee recommended members of personnel committee and PB approved.	<ul style="list-style-type: none"> <li>The non- ex-officio members are recommended by the PB clerk in consultation with the Secretary and the Internal Nominating Committee</li> <li>Approved by Permanent Board.</li> </ul>



## Why the Pivot to the Personnel Resource Group From the Personnel Committee?

<p>Applicable Expertise</p>	<p>Personnel Committee as a body did not have the expertise in many aspects of personnel management including:</p> <ul style="list-style-type: none"> <li>• researching and establishing salary ranges,</li> <li>• understanding trends that might impact NEYM,</li> <li>• providing best practices for hiring and training for inclusion, and</li> <li>• providing advice about sensitive employee issues.</li> </ul>	<p>PRG may take on other tasks at the request of the Secretary, such as:</p> <ul style="list-style-type: none"> <li>• organizing salary and benefit research and recommending salary ranges for new or existing NEYM roles.</li> <li>• Investigating best practices for recruiting and training employees in support of diversity and inclusion</li> <li>• Specific issues that require sensitivity and confidentiality</li> </ul>
<p>Work</p>	<p>Personnel Committee</p> <ul style="list-style-type: none"> <li>• Reviewed the C&amp;A salary recommendation for the Secretary each year (The Secretary was never present for those conversations)</li> <li>• Made recommendations on salary ranges, benefits, benefits policy, and other compensation for all staff</li> <li>• After discussion and approval by the Committee, the YM Sec lumped the YM salary recommendation with those for other staff salaries and forwarded as a lump sum to the Finance Committee for the following year draft budget.</li> <li>• Reviewed 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</li> <li>• Received and reviewed the job description for the YM Secretary, developed by C&amp;A, and forwards to Permanent Board for approval</li> <li>• Reviewed and approved job descriptions for program and administrative Yearly Meeting staff</li> <li>• Reviewed, and forwarded to Permanent Board for approval, the job description for the Camp Director, developed by the Camp Committee</li> </ul>	<p>PRG will advise and consult on certain tasks including the following</p> <ul style="list-style-type: none"> <li>• Organizing research on the similar roles to the Secretary's and determining an appropriate salary range for C&amp;A guidance.</li> <li>• The Secretary's annual feedback process</li> <li>• Hiring and training for diversity and inclusivity</li> <li>• The Personnel Resource Group may take on other tasks at the request of the PB Clerk or the Secretary</li> <li>• The Secretary will recuse themselves where appropriate</li> </ul>

# Why the Pivot to the Personnel Resource Group From the Personnel Committee?

	<ul style="list-style-type: none"><li>• Acted to resolve differences, or facilitate the relationship between the YM Secretary, supervisors, and employees, either upon its own initiative or upon request</li><li>• Received and reviewed reports on personnel matters from the YM Secretary, including performance appraisals and recommended changes in job descriptions</li><li>• Ensured that an annual performance appraisal for all Regular staff took place</li><li>• Annually received the performance appraisals from C&amp;A for the YM Secretary and from the Camp Committee for the Camp Director.</li></ul>	
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## Right Relationship? A Proposal for a New Resource Group

The Reparations (for Native Americans) Working Group has asked to be laid down, as their work is completed. There remains a need to support Meetings and Quarters who wish to engage with the Apology approved by Sessions to be distributed in the coming year.

Therefore, it is the recommendation of the Presiding Clerk and the Clerk of the Permanent Board to form a short-term Resource Group to develop resources and work with staff to make these available through the robust communications network of the Yearly Meeting as well as to support discernment and engagement with monthly meetings and worship groups on Right Relationship with Indigenous People until Sessions 2021.

Members of the Resource Group include Suzanna Schell of the Reparations Working Group and former co-clerk of the Legacy Gift Committee, Andy Grant and Don Campbell of Mt. Toby Monthly Meeting and others to be appointed by the clerk of the board, in consultation with the Presiding Clerk.

We respectfully request that these two items be approved,

That the Reparations Working Group be laid down; and

That the Right Relationship Resource Group be approved to report back to Permanent Board at least once before Sessions. 2021.

Thank you for your consideration.

Leslie Manning  
Clerk and Convenor of the Reparations WG  
Clerk of the Permanent Board