



Re-Kindling Our Fire

**A 5-Year Plan for Philadelphia Yearly Meeting
2015-2020**

Prepared by PYM Long-Range Planning Group for Interim Meeting, April 12, 2014

Revised June 17, 2014

Opening

“Re-Kindling Our Fire: A Five-Year Plan for Philadelphia Yearly Meeting” envisions us as ***a faith community committed to deepening spiritually, welcoming newcomers, building supportive and inclusive community, and providing loving service and faithful witness to the world.***¹

In order to live into this vision, we believe we must “rekindle” ourselves – as individuals, as monthly and quarterly meetings and worship groups, and as a yearly meeting community. Let us, the Friends of Philadelphia Yearly Meeting (PYM), dare to see ourselves as “a great people to be gathered”². Let us respond to God’s call to live faithfully in the Quaker way – a way of being open to the Spirit Within, a way of worshipping, and a way of being intentional about how we live – all of which are strengthened in community.

To rekindle our fire, we need to:

1. be able to speak out in unity about our core beliefs, experience and practices
2. recognize that we need each other in order to respond to the challenges and opportunities of a changing religious and social world
3. act on the concern that the vitality of meetings is important by re-instituting the practice of state-of-the-meeting reports so that we can reflect upon our strengths and needs, provide resources to address common needs, and bear challenges and celebrate joys one with another
4. improve accessibility and options for involvement on all levels of our faith community so as to welcome all who wish to participate, regardless of their time or physical limitations or geographic location
5. increase ways for Friends who share an interest or have a similar leading to find each other across the yearly meeting
6. use our best capacities for learning and tools of technology to help us collaborate, to provide mutual support and to be resources to one another
7. venture to do our common work wisely, more efficiently and more inclusively as we move forward, including partnering with other Quaker organizations in order to maximize human and financial resources
8. set priorities, be accountable to each other and simplify our organizational structures and processes to free up some of our individual and collective energy for things that matter to the vitality of our monthly and quarterly meetings

Let us commit ourselves as the PYM community to some common objectives and to the actions that will allow us to live out those objectives. We have inherited so much as Quakers in Philadelphia Yearly Meeting. We are entrusted with venturing forth in ways that will sustain us and revitalize us in the future. There is more Light available to receive and to share. Let us Re-Kindle Our Fire.

¹ Our proposed vision statement is inspired by and borrows from the vision statement of Friends General Conference; it is shown in its entirety at the top of page 8.

² George Fox, “A New Era Begins, 1652,” in Rufus M. Jones, ed., *George Fox: An Autobiography* (Philadelphia: Ferris & Leach, 1909), 150-79.

How This Plan Came to Be

The Long-Range Planning Group (LRPG) was appointed by Interim Meeting in November 2011. You may wonder:

1. ***Why has the Yearly Meeting undertaken a discernment and planning process?***
 - a. Our leadership recommended strategic planning for the yearly meeting organization a number of times in recent history but the Yearly Meeting did not act on the recommendations.
 - b. The financial crisis of 2008 required us to examine some of our practices while making significant budget and staff cuts. We adopted better practices and procedures, helping to ensure our financial stability and sustainability.
 - c. Successfully resolving our financial difficulties helped PYM members overcome our reluctance to undertake a Spirit-led, strategic planning process to examine other structures and practices that we felt were no longer serving us well.
 - d. The opportunity to re-size the yearly meeting structure to be sustainable provided the opening to take stock in other areas, including
 - 1) discerning priorities that serve our collective goals and
 - 2) addressing the “disconnect” between many in the monthly and quarterly meetings and the yearly meeting organization.
 - e. Friends have asked for improved communications in the form of regular reporting of goal-setting, measurement and evaluation about how PYM operating and restricted fund budgets are used to
 - 1) strengthen and sustain the fabric of Quaker vitality in the monthly and quarterly meetings and
 - 2) do work including grant-making and witnessing effectively on behalf of meetings and members.

2. ***What is the Long-Range Planning Group’s charge?***
 - a. The charge to LRPG envisions two products:
 - 1) a five-year plan encompassing vision, strategic goals, structural improvements and an evaluation process
 - 2) an ongoing discernment and planning function for our Yearly Meeting
 - b. The report of the Ad-hoc Planning Process Group of October 2011, which is on the LRPG webpage, contains the charge to LRPG and served as the starting point for LRPG’s work. The link to the webpage is in Appendix A1 on page 21.

3. ***What has been the process of discernment and planning?***
 - a. Spirit-led listening with many self-selected groups and some invited ones within PYM; study of several yearly meetings, particularly Britain
 - b. Working with two consultants, at different times, who helped us hone strategic thinking skills and gave us their perspective from experiences of similar groups in other denominations

- c. Meeting regularly as a group for prayerful deliberation and sifting and sorting what we have heard
- d. Testing ideas and models with focus groups, whose feedback helped shape the next phase of our work
- e. Reporting to Annual Sessions in 2012 and 2013 and many sessions of Interim Meeting and considering feedback; adding elaboration as requested
- f. Receiving approval at Interim Meeting on April 12, 2014 for distribution, **Re-Kindling Our Fire: A Five-Year Plan for Philadelphia Yearly Meeting** was sent to monthly and quarterly meetings for seasoning and response

This five-year plan answers the two-part charge and includes an outline for a one-year transition from the current to the future organizational structure and new ways of working together.

This is the first five-year plan brought forward for Philadelphia Yearly Meeting, and it arrives with a new General Secretary, who will play a major role in implementing the plan in collaboration with the PYM clerk. As is consistent with our faith in continuing revelation and good organizational practice, we anticipate that in approximately four years a new group will be appointed to engage in penetrating analysis of progress and needs for PYM going forward.

Suggestions for How to Read This Plan

Philadelphia Yearly Meeting is a complex organization and at the same time feels to some of us like an extended family which should not be difficult to know. Following are some suggestions for getting acquainted with the plan's proposals we hope are helpful, regardless of the amount of familiarity and experience in yearly meeting one may have:

1. Use the Glossary of Terms in the Appendix to learn new terms for some of the components of the proposed PYM organization. The first time a new term is used in the text, it is defined in a footnote.
2. Review the contents overview section (Overview, pp. 6-7) to orient yourself. You will notice that this plan starts with a Vision for PYM and moves from there to Strategic Directions. Action Steps for living into each of those directions are shown in the Overview (and in more detail in Appendix A3), and finally, a Transition Plan.
3. A reconfigured structure for PYM is proposed, so you will want to look at the diagrams showing the current and the proposed structures of PYM as an organization on pages 13 and 14, respectively.
4. Authority and accountability of the groups shown in the diagram of the new structure is in the Roles and Responsibilities section.
5. Web resources on pym.org about the plan include two videos and a one-page synopsis. See Appendix A1 on page 21.

What This Plan Does Not Address

The plan does not spell out “how-to’s” for monthly and quarterly meetings or for individual Friends. Our book of *Faith and Practice* continues as the core guide of our Yearly Meeting’s religious experience and operations. The plan does not address costs of the proposals and it is not a budgeting tool. However, because resources are finite and choices must be made, the plan’s six strategic directions focus the work we would undertake in the coming five years. The plan does not predict quick growth in numbers, but growth would be the result of thriving monthly meetings and of getting our message out. The plan does not propose increased staff services but does propose ways to improve connections among us and to provide meetings helpful resources.

PYM Long-Range Planning Group:

Suzanne R. Day, clerk LRP
Westfield MM
suzanne@riverfarm.org

Ronald Ploeg, PYM Treasurer
Willistown MM

John Hayden
Harrisburg MM

Tim Siftar
MM of Friends of Philadelphia

Sallie B. Jones
Birmingham MM

Andrew B. Thompson
MM of Friends of Philadelphia

Laura Melly
Chestnut Hill MM

Jean Warrington
Chestnut Hill MM

Richard Morse
Harrisburg MM

Christie Duncan-Tessmer, PYM Associate
Secretary for Programs and Religious Life
Chestnut Hill MM

Mark Myers
London Grove MM

Arthur M. Larrabee, PYM General Secretary
Central Philadelphia MM

LRPG wishes to acknowledge and thank our consultants:

Carroll Anne Sheppard, Flourtown, PA
The Rev. Dr. Lawrence P. Peers, Philadelphia, PA

Overview of the Plan

I. Vision for Our Future p. 8

II. Strategic Directions p. 9

1. ***Connect monthly and quarterly meetings to resources and services that help them be vibrant, Spirit-led faith communities***
 - a. Produce an easily-searchable resource base on the PYM website
 - b. Create a meeting Help Line
 - c. Provide a Response Team to help meetings when they request specific help, advice or training
 - d. Initiate a Network³, modeled after the Quaker Life Network of Britain Yearly Meeting
 - e. Utilize Community Catalysts⁴
 - f. Revitalize state-of-the-meeting reports

2. ***Connect Friends across the yearly meeting through effective communications and technologies***
 - a. Improve communications infrastructure

3. ***Develop and widely communicate clear messages about Quakers and PYM***
 - a. Distill and claim the distinctive Quaker message and practices we have to offer
 - b. Be intentional about articulating the messages simply and clearly
 - c. Create pathways for others to know us, find us, and engage with us in our monthly meetings and in other opportunities

4. ***Simplify and strengthen governance and administration***
 - a. Reduce the number of committees and people needed to manage and administer the functions of the Yearly Meeting
 - b. Name and clarify where responsibility and authority lie in yearly meeting structure and administration
 - c. Add at-large members to bolster the Nominating Committee
 - d. Oversee and administer the separate granting groups under a single granting committee of the Administrative Council⁵
 - e. Recruit and train leadership to think strategically and utilize best practices
 - f. Investigate ways to reduce the debt and expenses and increase income of Yearly Meeting

³ **Network:** a virtual reservoir of Friends seeking involvement that supports the Yearly Meeting. A person joins the Network by filling out a form indicating their skills, availability, and type of service in which they are interested. Further, Friends can *also* list their interest in learning a skill. There is more information about the Network in the Glossary at the back of this plan.

⁴ **Community Catalyst:** a person from any constituency in the Yearly Meeting whose role is to pay attention to what is happening within the constituency, knows the resources that are available and watches and listens for needs and where to make connections. There is more information about Community Catalysts in the Glossary.

⁵ **Administrative Council:** one of the two main councils of Yearly Meeting in the proposed structure and governance process. This council manages assets and allocates resources. Its roles and responsibility are spelled out in a section of this plan by that name.

5. Increase participation in Yearly Meeting sessions and other PYM-wide gatherings

- a. Increase attendance at sessions
- b. Seek young adult Friends to participate in planning and leadership of Continuing Sessions⁶
- c. Continue Thread Gatherings
- d. Nourish youth programs
- e. Publicize sessions

6. Facilitate PYM-wide corporate witness and social action

- a. Include the witness aspect of our religious life in queries in the state-of-the-meeting report
- b. Review, clarify for members, and document for the future how minutes of action come before the body for corporate attention
- c. Establish ongoing, personal, two-way contact with meeting committees on peace and social concerns
- d. Partner with other organizations to achieve common goals
- e. Discern a process for broad seasoning and development of corporate witness

III. Roles and Responsibilities p. 13

1. Yearly Meeting in session and proposed Continuing Sessions
2. Proposed Administrative Council
3. Proposed Quaker Life Council⁷
4. Nominating Committee
5. Staff

IV. Transition Plan p. 17

1. Name and appoint an Implementation Committee⁸
2. Strengthen the Nominating Committee
3. Nominate and appoint clerks and members of Administrative Council and Quaker Life Council
4. Administrative Council and Quaker Life Council evaluate existing working groups
5. New Granting Committee⁹ under Administrative Council coordinates granting function and oversees the granting groups

V. Appendices p. 20

- A1. Links to LRPG – PYM webpage and background documents
- A2. Glossary of Terms
- A3. Details of Action Steps for the six Strategic Directions

⁶ **Continuing Sessions:** in addition to Annual Sessions, PYM will meet in additional one-day sessions at least two times during the year for worship, business, fellowship, learning, celebration and intergenerational fun. The transition from Interim Meeting to Continuing Sessions would occur after Annual Sessions 2015.

⁷ **Quaker Life Council:** one of the two main councils of Yearly Meeting in the proposed structure and governance process. This council's roles include listening for and providing guidance on the life of our Yearly Meeting. Its roles and responsibility are spelled out in a section of this plan by that name.

⁸ **Implementation Committee:** an ad-hoc committee appointed by the Yearly Meeting to manage the implementation of the transition through specific steps from PYM's current structure to its new structure, as outlined in section 4 of this Plan.

⁹ **Granting Committee:** a committee under the Administrative Council that coordinates, provides guidance and models best practices for granting groups and accounting for our ministry of managing legacies in restricted funds.

I. Vision for Our Future

We envision a vital and growing Philadelphia Yearly Meeting - a faith community committed to deepening spiritually, welcoming newcomers, building supportive and inclusive community, and providing loving service and faithful witness to the world.

Who we are and what we seek:

We are a regional community of visible, welcoming, vibrant, multigenerational meetings and worship groups united by shared understanding and shared practices described in our book of *Faith and Practice*. We are grounded in our meetings for worship with silent and vocal ministry reflecting our yearning for and direct experience of the Divine. Individually and as meetings, we witness to the transforming power of love and respond to leadings of the Spirit with joy in word and deed. We live into our testimonies and work for a world where justice and peace prevail. Our organizational structures are simple so that our primary bond may be to God.

Beyond our local worship communities, members and attenders participate in wider Quaker acquaintance, work and witness where we grow and learn and share inspiration. Yearly Meeting sessions and other gatherings are thoughtfully planned spiritual opportunities, which strengthen monthly and quarterly meetings as information is shared, as leadings are tested and as matters of common concern are advanced.

As an organization established and supported by its constituent meetings, PYM employs staff and engages volunteers to manage our financial resources and property with transparency and integrity and to develop programs to encourage and assist meetings.

II. Strategic Directions

The Long-Range Planning Group developed six strategic directions (objectives) from Spirit-led listening, prayerful discernment, and testing with groups across the Yearly Meeting. The strategic directions reflect concerns, needs, and yearnings which Friends are asking be addressed by our Yearly Meeting. They grow out of our vision and give focus to our actions and to the allocation of resources over the next five years.

1. **Connect monthly and quarterly meetings to resources and services that help them be vibrant, Spirit-led faith communities**
2. **Connect Friends across the Yearly Meeting through effective communications and technologies**
3. **Develop and widely communicate clear messages about Quakers and PYM**
4. **Simplify and strengthen governance and administration**
5. **Increase participation at Yearly Meeting sessions and other PYM-wide gatherings**
6. **Facilitate PYM-wide corporate witness and social action**

LRPG offers action steps for each of the strategic directions. The actions steps are listed in Appendix A3, beginning on page 24.

STRATEGIC DIRECTION 1

Connect monthly and quarterly meetings to resources and services that help them be vibrant, Spirit-led faith communities

LRPG has frequently been asked, “How does the Long-Range Plan help strengthen monthly and quarterly meetings?”

From its listening and research, LRPG has learned that advice, expertise and other resources are available to meetings from sources inside our Yearly Meeting, from other yearly meetings and from other Quaker organizations and institutions, but we know it can be difficult and time-consuming for Friends to know where to look.

Needs vary. We imagine that sometimes a meeting has a need it cannot address without some outside, personal help. Often a meeting only needs a little assistance from someone good at listening and knowledgeable about resources, and then the meeting is able to make the decision that is right for them and move forward. Occasionally the need is larger, and more expert help must be arranged.

We increasingly understand the role of PYM staff in relation to meetings as both providing key services that Friends and meetings cannot do for themselves and

supporting and assisting Friends across the Yearly Meeting to be resources to one another. Staff provide expertise and safety for children and young peoples' programs and assistance to older Friends in vulnerable situations. Staff provide the scaffolding for adult gatherings including arranging sites, supporting communication for events and training for leaders, enabling Friends from across the Yearly Meeting to come together for a sense of community and calling on a particular topic and to share their wisdom and experience with each other. Friends can find a variety of ways to take part in the larger PYM community, giving time, gifts and experience in service and then receiving new learnings, spiritual grounding and new friendships which can directly and indirectly enrich their meetings. The Action Steps for Strategic Direction 1 are listed in Appendix A3, beginning on page 24.

STRATEGIC DIRECTION 2

Connect Friends across the yearly meeting through effective communications and technologies

Connecting Friends across both the geographic area of PYM and with Friends from the wider world will be achieved in two primary ways. Friends will connect through electronic communications and through their interactions by working directly on the activities and projects of the Yearly Meeting. This is spelled out in more detail in the Action Steps for Strategic Direction 2, which are listed in Appendix A3, beginning on page 27.

STRATEGIC DIRECTION 3

Develop and widely communicate clear messages about Quakers and PYM

How might we best communicate our distinctive Quaker message and practices? This question is addressed in the Actions Steps for Strategic Direction 3, which are listed in Appendix A3, beginning on page 28.

STRATEGIC DIRECTION 4

Simplify and strengthen governance and administration

Philadelphia Yearly Meeting has managed and overseen its operations and ministries with the current organizational structure since the 1990s. A chart of the current structure is shown on page 13 of this report. This structure is no longer sustainable. Over time, we have not been able to attract a sufficient number of Friends with relevant abilities and interests to fill out committees and working groups. At this time there are finite resources of available person power, time and energy. In addition, we need to improve governance and responsiveness by simplifying the structure and processes; clarifying roles, responsibilities, authority and accountability; and increasing effectiveness by utilizing best practices, tools and technologies available.

After careful study, discussion with many Friends in leadership and not in leadership, and through Spirit-led consideration, LRPG identified a set of objectives to help guide thinking about structure and governance changes.

1. simplify
2. cut back on the number of things we do
3. add an executive oversight function
4. be explicit about expectations with respect to authority, responsibility and accountability
5. encourage new ways of access and participation that invite anyone with necessary skills and experience to serve regardless of time and travel limitations
6. develop a structure that reflects PYM's vision

We have introduced in this Plan some of the roles and responsibilities of a new governance structure and process for PYM. The details are in section 3, which begins on page 13. Action Steps for implementation of Strategic Direction 4 are listed in Appendix A3, beginning on page 29.

STRATEGIC DIRECTION 5

Increase participation in Yearly Meeting Sessions and other PYM-wide gatherings

Attending PYM sessions, no matter your age or level of previous involvement, is central to a sense of being part of a larger community of Friends. Our personal experience of being a Friend is deepened by worshipping, discerning business, and sharing community beyond our home meeting. To this end, Sessions need to attract a broad proportion of membership and those who attend need to leave feeling glad they participated. Having a good experience at Sessions will increase the likelihood that a

person would join other events and opportunities of PYM at other times of the year. Ways to implement this intention are shown in the Action Steps for Strategic Direction 5, which are listed in Appendix A3, beginning on page 31.

STRATEGIC DIRECTION 6

Facilitate PYM-wide corporate witness and social action

Through witness to the light of truth, Friends have contributed to transformations in the world. Among our expectations as seekers of truth is that we will be called to action. Most leadings call for individual response; however, some would be broadly shared if our structures were set up to nourish sharing and testing and acting. Many of the Action Steps shown under Strategic Direction 1 apply also to this one as they would encourage movement from contemplation to witness. Additional Action Steps for Strategic Direction 6 are listed in Appendix A3, beginning on page 32.

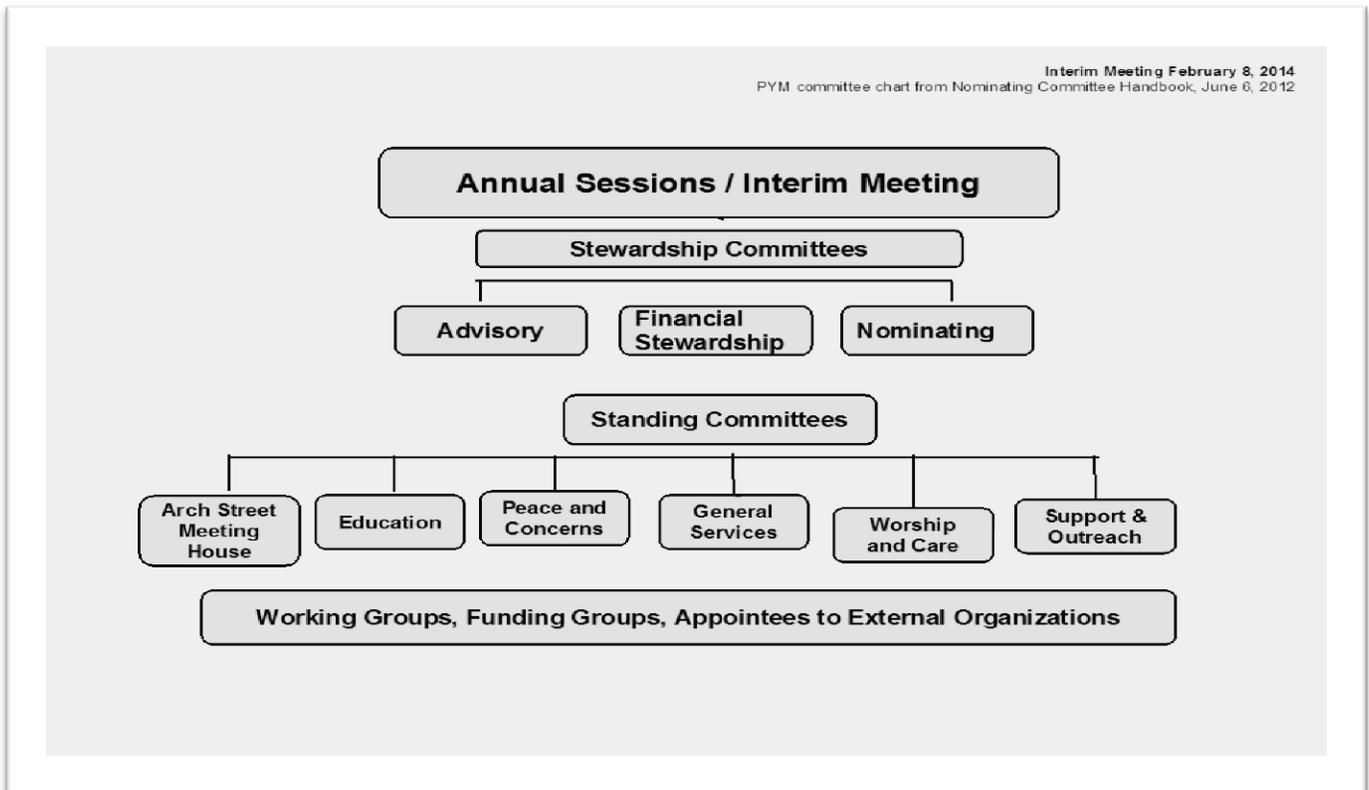
III. Structure and Roles and Responsibilities

The fourth Strategic Direction is to “simplify and strengthen governance and administration.” Refer to the narrative for Strategic Direction 4 on page 11 for background.

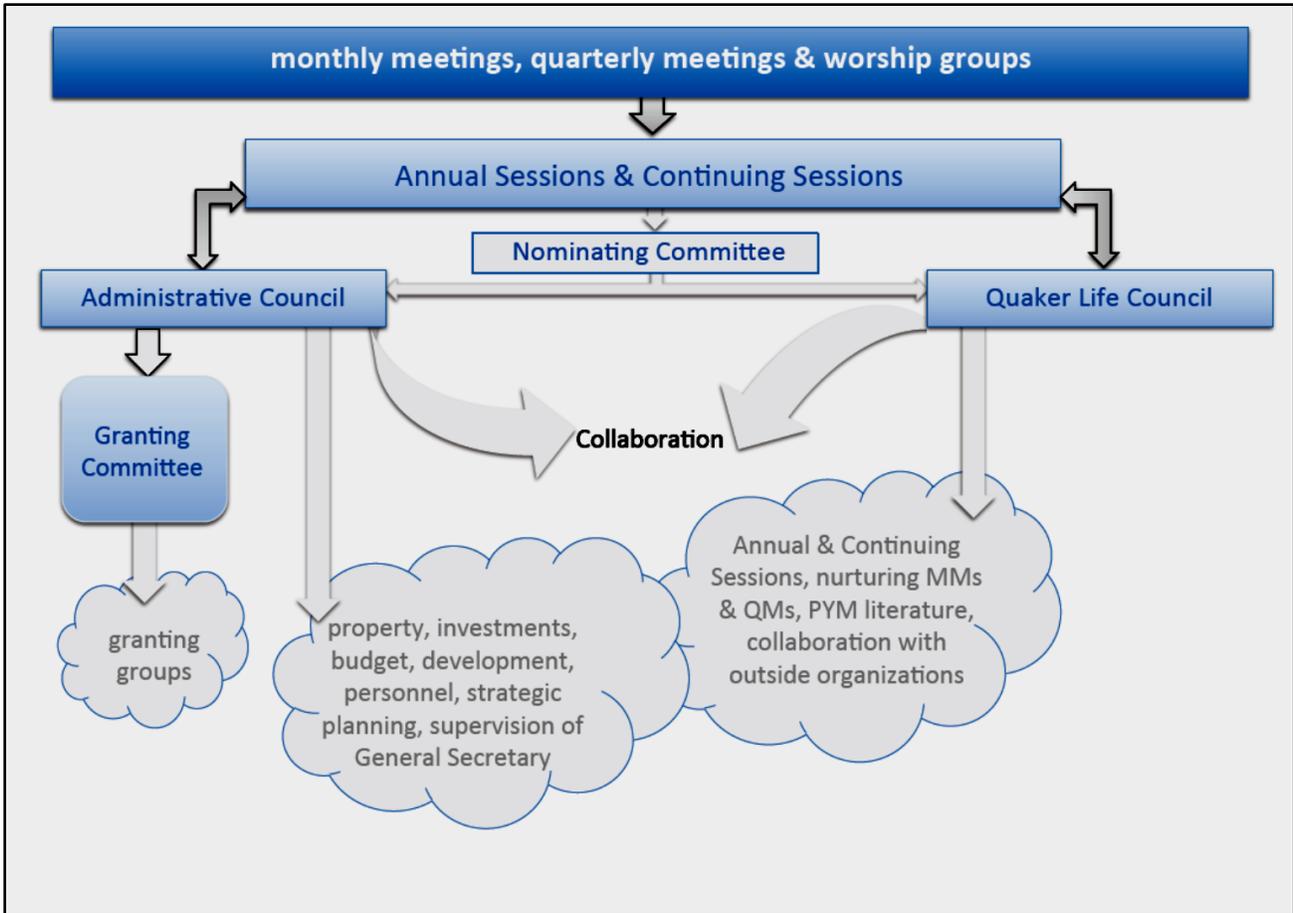
The proposed structure:

1. significantly reduces the number of committees and people needed to govern and administer the Yearly Meeting.
2. makes the organization less complex and more sustainable.
3. gives two councils, one Administrative and one for Quaker Life, significant authority and the ability to be more quickly responsive on behalf of the Yearly Meeting.
4. continues the roles and responsibilities of the individual members, monthly and quarterly meetings and officers (Clerk, Alternate Clerks, Recording Clerks, Treasurer and Assistant Treasurer) of Philadelphia Yearly Meeting essentially unchanged.

For comparison, the current Organizational Chart is shown first.



Current PYM Organization Chart: Nominating Committee Handbook, 2012



Proposed PYM Organization Chart: The structure proposed has four main elements: the Yearly Meeting in session, an Administrative Council and a Quaker Life Council, and a Nominating Committee. A description of these elements follows together with their proposed roles and responsibilities.

Roles and Responsibilities of the Main Elements of the New Structure of Philadelphia Yearly Meeting

- A. The Yearly Meeting in session** (Annual and Continuing Sessions) will have the following authority and responsibilities:
1. Gathering Friends from all the meetings to worship together that we might strengthen our spiritual foundation.
 2. Defining the purpose and priorities of Philadelphia Yearly Meeting.
 3. Maintaining *Faith and Practice*.
 4. Appointing members of the Administrative Council, the Quaker Life Council, at-large members of the Nominating Committee and representatives to outside groups, PYM's clerks, other officers and elders.
 5. Approving the annual operating budget.
 6. Approving the sale or purchase of real estate.
 7. Endorsing Minutes for Friends traveling in the ministry.
 8. Appointing the General Secretary.

9. Providing for widespread consultation and discussion on matters of major import to the Yearly Meeting or to the Religious Society of Friends.
10. Reclaiming or reassigning any authority or responsibility assigned to the Administrative Council, the Quaker Life Council or Nominating Committee or revising the governance structure of Philadelphia Yearly Meeting.

B. The Administrative Council will consist of not more than fifteen appointed members. The General Secretary, Clerk and Treasurer of PYM participate with the Administrative Council in an ex-officio capacity. It will have the following authority and responsibilities:

1. Full authority and responsibility for managing the affairs of Philadelphia Yearly Meeting except for the authority and responsibility assigned to the Quaker Life Council or reserved to Yearly Meeting in session. Its authority and responsibility shall include, but not be limited to: property, finance, budget preparation, investments, development, grant-making, personnel and periodic strategic planning.
2. Appointing and laying down its own committees as needed, assigning responsibilities, and appointing committee members who need not be members of the Administrative Council but are asked to do related work.
3. Holding committees and other structures under its care accountable to their charge.
4. Collaborating with Quaker Life Council on matters of budget, planning and communications for improved connections between Friends.
5. Providing oversight and support for the General Secretary.
6. Performing annual evaluation of the General Secretary (to include input from the Clerks of the two councils and the Clerk of the Yearly Meeting).
7. Hiring, supervising and terminating the General Secretary.
8. Collaborating with the Nominating Committee on the appointment of a General Secretary search committee.
9. Providing advice and support, when requested, to the General Secretary and Clerk of PYM when they speak on behalf of the Yearly Meeting.
10. Attending and reporting to Yearly Meeting in session at least once per year.

C. The Quaker Life Council will consist of not more than fifteen appointed members. The General Secretary, Clerk and Treasurer of PYM participate with the Quaker Life Council in an ex-officio capacity. It will have the following authority and responsibilities:

1. Assisting the Yearly Meeting in determining its purpose and priorities.
2. Overseeing the programs and activities that support a vital Friends community of Philadelphia Yearly Meeting and ensuring that they are aligned with the purpose, priorities and strategic directions of the Yearly Meeting. The programs and activities include, but are not limited to, nurturing the life of monthly and quarterly meetings and providing advice and assistance as requested, planning for annual and continuing sessions, and printing and distributing literature in the name of the Yearly Meeting.
3. Partnering with other organizations on matters of common concern.

4. Appointing and laying down its own committees as needed, assigning responsibilities, and appointing committee members who need not be members of the Quaker Life Council but are asked to do relevant work.
5. Holding committees and other structures under its care accountable to their charge.
6. Collaborating with the Administrative Council on matters of budget, planning and communications for improved connections between Friends.
7. Attending and reporting to Yearly Meeting in session at least once per year.

D. Nominating Committee shall have approximately 20 members.

1. Each of the 13 quarterly meetings shall appoint one member.
2. In addition, up to 7 at-large members shall be appointed by the Yearly Meeting in session after nominations from a naming committee appointed by the Administrative Council.
3. In the event one or more quarterly meetings do not appoint their allotted member, a commensurate number of additional at-large members will be appointed by the Yearly Meeting as described in item 2 above.
4. Nominating Committee will nominate to Yearly Meeting in session the following positions:
 - a. Clerk of PYM, Alternate Clerks, Recording Clerks, Treasurer, Assistant Treasurer and Elders
 - b. Clerks and members of Administrative Council and Quaker Life Council
 - c. Representatives to outside groups, such as American Friends Service Committee (AFSC), Friends Committee on National Legislation (FCNL), Friends General Conference (FGC) and interfaith councils
 - d. Members of PYM ad-hoc committees at the request of the Yearly Meeting in session or the Councils
5. Nominating Committee shall see to the training of clerks and members of the councils.

Staff: The General Secretary shall be the chief administrator, providing oversight of all staff and contracted services. The roles and responsibilities of staff are determined by the General Secretary. Some of the roles of staff in relation to meetings are described in the narrative for Strategic Direction 1 on pages 9 and 10.

IV. Transition Plan and Action Steps

This transition plan outlines ways for PYM to move from our current structures and practices to those proposed in the plan. We know it will not be easy.

The new structure requires a more robust Nominating Committee, and a means for adding at-large members is part of the transition and plan going forward. The dates shown in the Action Steps are intended to be realistic estimates of when these steps can be accomplished but may need some adjustment, forward or back, depending on the ability of the Nominating Committee and Councils to recruit people and the timing of Interim Meeting to approve them, when required. Some parts of the implementation might need to be delayed due to a lack of resources at some point.

1. Name and Appoint an Implementation Committee
<i>Responsible individual or group:</i> Nominating Committee
<p><i>How accomplished:</i> Annual Sessions directs the Nominating Committee to identify Friends to serve as an Implementation Committee, in the process of approving LRPG’s proposal. The Implementation Committee will have not more than eight appointed members. The usual recruitment/seasoning process should be used for finding eight candidates in addition to Clerk, or an Alternate Clerk, the incoming General Secretary, who serve in ex-officio capacity. It would be helpful to have at least two members from the Long Range Planning Group among those who are nominated. Interim Meeting appoints the nominees.</p>
<i>Start:</i> At the end of Annual Sessions 2014, as part of the approval of the LRPG report
<i>Measure Progress:</i> With Interim Meeting’s appointment of nominees
2. Strengthen Nominating Committee
<i>Responsible individual or group:</i> Implementation Committee and quarterly meetings
<p><i>How accomplished:</i></p> <ol style="list-style-type: none"> 1. Implementation Committee will propose 7 at-large candidates in addition to the 13 to be appointed by the quarterly meetings. (Future at-large nominations for Nominating Committee will be a responsibility of the Administrative Council. See “Roles and Responsibilities” section above for more details.) 2. It is likely and desirable that there will be overlap in membership between the former and the renewed nominating committees.
<i>Start:</i> October of 2014
<i>Measure progress:</i> With Interim Meeting’s appointment of nominees by their meeting of January 2015

3. Appoint clerks and members of Administrative and Quaker Life Councils
<i>Responsible individual or group:</i> Renewed Nominating Committee
<i>How accomplished:</i> Usual recruitment/seasoning process plus interview with leaders of PYM and members of its existing standing committees who indicate an interest.
<i>Start:</i> Upon appointment of the new Nominating Committee by January 2015
<i>Measure progress:</i> With Interim Meeting's appointment of nominees in Spring 2015

4. Evaluate existing working groups and granting groups
<i>Responsible individual or group:</i> Administrative Council and Quaker Life Council
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Implementation Committee will ask standing committees, working groups and granting groups to submit a simple survey form stating <ol style="list-style-type: none"> a. ongoing or projected work which needs PYM funds, volunteers and/or staff and space, etc. b. a list of known, committed persons available with their interests and talents noted and other resources anticipated. 2. The response forms would go to the two councils to assist them in organizing to do the central work of our yearly meeting. 3. The responses from granting groups would be passed on to the Granting Committee for their deliberations.
<i>Start:</i> July 2015
<i>Measure progress:</i> Councils report progress to Continuing Sessions 2015

5. Appoint a Granting Committee to coordinate the granting function; one committee under Administrative Council oversees and manages the granting groups
<i>Responsible individual or group:</i> The Granting Committee to be appointed and charged by Administrative Council
<i>How accomplished:</i> Using responses from the granting groups to the Administrative Council's survey form and other information, they would: <ol style="list-style-type: none"> 1. Identify those granting functions, and groups, over which they would have responsibility. 2. Identify best practices among the existing granting groups and relevant examples from other similar organizations. 3. Consolidate granting groups if advisable and practicable. 4. Establish new accounting and staff structures to isolate grant making from other PYM functions.
<i>Start:</i> July 2015
<i>Measure progress:</i> Formation of <ol style="list-style-type: none"> 1. new administrative structure 2. new accounting structures and procedures to reflect sequestration of granting function 3. new consolidated granting groups, if needed

6. Transition to Continuing Sessions from Interim Meeting
<i>Responsible individual or group:</i> PYM Clerk and General Secretary in collaboration with Quaker Life Council and Administrative Council
<i>How accomplished:</i> Appoint a group to plan for the transition from Interim Meeting to Continuing Sessions
<i>Start:</i> End of Fiscal Year 2015
<i>Measure progress:</i> Reports to Interim Meeting and Annual Sessions during FY2015.

7. Lay down Implementation Committee
<i>Responsible individual or group:</i> Yearly Meeting in session
<i>When accomplished:</i> End of Fiscal Year 2015
<i>Measure progress:</i> Implementation Committee reports to Yearly Meeting sessions on its progress and effectiveness of transition goals until they are complete before being laid down.

V. List of Appendices

Appendix A1. **Link to the PYM - LRPG webpage**

Appendix A2. **Glossary of Terms**

Appendix A3. **Action Steps for the Six Strategic Directions**

Appendix A1

Link to the PYM Long-Range Planning Group webpage

www.pym.org/long-range-planning-group

A variety of resources to help Friends become familiar with the Long-Range Planning Group's process and 5-Year Plan are on the PYM – LRPG webpage and are arranged under two headings in the menu: Background Documents and Works-in-Progress. The background documents record reports made prior to this year. One of those documents is the report of the Planning Process Proposal Group to Interim Meeting October 2011, which contains the charge to LRPG. The Works-in-Progress page is where up-to-date versions of material for 2014 Sessions preparation can be found. These materials include:

- A one-page synopsis of the plan
- A 16-minute video in which members speak about the six strategic directions that are part of this plan
- A 12-minute screencast explaining the new organizational structure for our Yearly Meeting

The link to the Works-in-Progress webpage where these and other materials can be found is:

www.pym.org/long-range-planning-group/home/works-in-progress

Appendix A2

Glossary of Terms

used in this 5-Year Plan and not previously in common use

Cluster

a group of Friends who come together because they share a common concern, interest, or role. Some clusters will be long-lived, others are for a specific event or project as they are recognized by one of the Councils and, if needed, provide resources. Clusters are formed through an application process to one of the Councils.

Community Catalyst

a person named by any constituency in the Yearly Meeting (monthly meetings, quarterly meetings, Middle School Friends, Friends of Color, etc.) as one who pays attention to what is happening within the constituency, knows resources that are available, and watches and listens for needs or where to make connections. They will share stories regularly from their meeting with other meetings and other Catalysts both online and at Continuing Sessions; seek to connect individuals with passions or concerns in their own meeting community with other groups throughout PYM considering similar passions and concerns; and aim to be a resource for their constituency in understanding the movements of Yearly Meeting. A Community Catalyst is a connector both to and from their constituency and other constituencies including the Yearly Meeting.

Council - Administrative Council and Quaker Life Council

two bodies of Friends nominated by PYM Nominating Committee and approved by the body in Session for managing the responsibilities spelled out in this Plan (see Roles and Responsibilities). These Councils listen for and provide guidance on the life of our Yearly Meeting community and manage our collective resources.

Continuing Sessions

in addition to Annual Sessions, PYM will meet in one-day sessions at least two times during a year for worship, business, fellowship, learning, celebration, and intergenerational fun. Continuing Sessions would have the same authority to make decisions for PYM as Annual Sessions.

Implementation Committee

an ad-hoc committee appointed by the Yearly Meeting to manage the implementation of the Five-Year Plan as adopted by the Yearly Meeting. The Implementation Committee's function will be laid down once specific steps of transition from PYM's current structure to its new structure are completed.

Network or, preferably, **PYM Network**

a virtual reservoir of Friends who voluntarily enroll in the Network. When enrolling, Friends post their skills, availability, and type of service in which they are interested. Further, Friends can *also* list their interest in learning a skill while in service of the Yearly Meeting. Friends who enroll may work on short-term (see “sprints”) or on longer-term assignments as needed across our Yearly Meeting. Each of us is a member of Philadelphia Yearly Meeting, and we can grow by sharing in the central work and projects (for which we all pay and agree need to be accomplished).

Sprint, Sprint Group

a short-term project which a group of Friends (some or all of whom may be from the **Network**) takes on together to accomplish a specific task. Usually the task is defined by one of the Councils. Once the specific task is finished, the Sprint is finished.

Appendix A3

Actions Steps for the Six Strategic Directions

For each of the six strategic directions, LRPG offers action steps. In designing actions steps we have attempted to answer four questions.

1. Who is responsible for the step being taken?
2. How will it be accomplished? What resources, financial and otherwise, are needed?
3. When should it be started? (This is a 5-year plan.)
4. How will we measure progress or assess the program, service or event?

The action steps are a means of living into the new directions we have set for ourselves, our meetings and our yearly meeting. They are goals to work toward together with divine guidance, flexibility and patience in organizing into some new structures and practices and undertaking new programs and activities. These steps will help us set priorities for our time and resources over the next five years and give a variety of opportunities for involvement to all who wish to participate.

STRATEGIC DIRECTION 1

Connect monthly and quarterly meetings to resources and services that help them be vibrant, Spirit-led faith communities

Action Steps for Strategic Direction 1

A. Produce an easily-searchable resource base on the PYM website: a virtual library of materials such as First-day school curricula, guidelines, instructions, templates, best practice documents and newsletters that are helpful tools and supports for Friends, their committees and meetings, etc.

Responsible individual or group: Quaker Life Council and General Secretary. Staff has responsibility to set up the resource base.

How accomplished:

1. Hire an intern to get the resource base established with direction and supervision provided by staff.
 - a. Include links in the resource base to applicable resources in other organizations such as FGC's Tool Kit and curricula from other yearly meetings.
2. Keep the resource base up-to-date. It will require staff attention to coordinate volunteers to add new resources that become available each year and retire others.
3. Test it with limited audience, cross-section of PYM members, leaders and

<p>staff, prior to launching it and periodically thereafter.</p> <p>4. Put it on the website and publicize it.</p>
<p><i>Start:</i> Year Two</p>
<p><i>Measure progress:</i> Evaluate its effectiveness after two years of operation and adjust as needed. Quaker Life Council and General Secretary.</p>

<p>B. Create a Meeting Help Line, with both a phone line and an email address to ensure that all PYM members get questions answered promptly.</p>
<p><i>Responsible individual or group:</i> This is a staff service that may utilize volunteers from the Network. Staff reports to Quaker Life Council.</p>
<p><i>How accomplished:</i></p> <ol style="list-style-type: none"> 1. Form a task group to assist staff in setting up the service. 2. Insure prompt response so that calls and emails are answered in 24 hours or next business day. 3. Recruit and train responders who can provide this service from home. Prepare written guidelines for Help Line volunteers. 4. Publicize. Put the contact information in a prominent place on the website and in appropriate PYM publications that go to meetings. 5. Determine whether this service group could also help staff keep the Yearly Meeting calendar and the Quaker Community calendar on the website up-to-date.
<p><i>Start:</i> Year One</p>
<p><i>Measure progress:</i> Have this program operational by July 2015.</p>

<p>C. Provide a Response Team to help meetings when they request specific help, advice or training.</p>
<p><i>Responsible individual or group:</i> Quaker Life Council with staff support.</p>
<p><i>How accomplished:</i></p> <ol style="list-style-type: none"> 1. Volunteers with skills and experience recruited from the Network. 2. A member of the response team meets with a person from the meeting to listen and offer meetings ways to address a specific need, including connecting them with the right program or service.
<p><i>Start:</i> Year One</p>
<p><i>Measure progress:</i> This program to be operational by July 2015 – General Secretary.</p>

<p>D. Initiate a Network, a reservoir of Friends who are interested in serving the PYM community outside their meeting or worship group. All forms of service are welcome regardless of availability and location in the PYM region.</p>
<p><i>Responsible individual or group:</i> General Secretary and Quaker Life Council</p>
<p><i>How accomplished:</i></p> <ol style="list-style-type: none"> 1. Appoint a subgroup to explore how to establish a Network for PYM. The Quaker Life Network of Britain Yearly Meeting is the starting place for our model of a Network and how it works. 2. It needs dedicated staff time and its own plan and action steps to become functional.

<i>Start:</i> As soon as possible
<i>Measure progress:</i> Set goals and measure and report progress annually.

E. Identify Community Catalysts.
<i>Responsible individual or group:</i> Quaker Life Council and the General Secretary. This is a program of Quaker Life Council and functions within the Network identified in Section 1D above. Staff support will be needed.
<i>How accomplished:</i> Invite each monthly meeting and other constituent groups to participate in the PYM Community Catalyst program by naming one or more members or attenders to participate in a virtual community of active liaisons between local Friends and the broader quarterly and Yearly Meeting communities.
<i>Start:</i> As soon as possible
<i>Measure progress:</i> Set goals and measure progress annually.

F. Revitalize state-of-the-meeting reports and encourage all monthly and quarterly meetings to use this self-assessment tool annually. This self-examination tool is intended to help meetings identify and articulate their joys and challenges and decide where to focus their attention for the next year.
<i>Responsible individual or group:</i> Quaker Life Council and General Secretary. Clerk of Yearly Meeting should review the reports as well.
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Appoint a subgroup to prepare a template of queries for the state-of-the-meeting reports. Make it simple but thorough and durable. 2. Appoint a different group to collect and review the reports and look for trends that might need yearly meeting consideration. Reports from monthly meetings will also be sent to their quarterly meeting. 3. Requires a plan and action steps to get started and be effective. 4. Use this information to ensure there are resources available for short- and long-term needs. 5. Make the state-of-the-meeting reports available for others; put on the website and in loose-leaf binders at Yearly Meeting sessions. PYM Clerk will summarize in a state-of-PYM message at Sessions.
<i>Start:</i> Fiscal Year 2015
<i>Measure progress:</i> Committee reports to Quaker Life Council and Clerk of PYM annually. Assess effectiveness after 3 years.

STRATEGIC DIRECTION 2

Connect Friends through effective communications and technologies

Action Steps for Strategic Direction 2

<p>A. Improve PYM communications infrastructure.</p>
<p><i>Responsible individual or group:</i> Quaker Life Council will appoint sprint groups¹⁰ which will review the existing PYM communication tools and recommend any changes and additions needed to support interactive communications among Friends. Implementation of recommendations approved by the Council will be accomplished or managed by staff.</p>
<p><i>How accomplished:</i></p> <ol style="list-style-type: none"> 1. Appoint a sprint group to explore the type of content that is shared through the PYM website with the following purpose: in addition to communicating the news, resources, activities and work of PYM, the website can share these things and more from meetings and Friends. The website might represent the robust life of the Spirit across our community, whether it is at the center of the Yearly Meeting or not. This group can explore whether there are more effective ways of organizing a website to more quickly access the treasures of information contained there. 2. Appoint a second sprint group to explore options to move from a static website to a more dynamic website that allows for interactivity on the web. Several areas to explore might be social media-based or how new apps may provide ways to help Friends with common interests interact with each other. 3. Appoint a third sprint group to work with staff to provide a video conferencing facility that lets Friends across the Yearly Meeting participate in meetings regardless of geographic location, physical ability or weather. The AFSC capability may be a useful benchmark or could be borrowed for early tests. 4. Report sprint groups recommendations to the Quaker Life Council within six months.
<p><i>Start:</i> September of 2015</p>
<p><i>Measure progress:</i> A communications plan that supports how Friends can better connect to work together will be a multi-stage effort that requires collaboration on identifying objectives, setting goals and defining action steps and measuring and assessing progress at designated intervals.</p>

¹⁰ **Sprint group:** group of Friends working on a short-term specific task, usually defined and overseen by one of the Councils. Once the specific task is finished, the sprint is finished and the group is laid down.

STRATEGIC DIRECTION 3

Develop and widely communicate clear messages about Quakers and PYM

Actions Steps for Strategic Direction 3

A. Distill and claim the distinctiveness and gift that our Quaker message and practices have to offer contemporary seekers.
<i>Responsible individual or group:</i> Quaker Life Council with staff assistance
<i>How accomplished:</i> Appoint a sub-group of interested Friends from the Network to identify the key elements of the message we have for contemporary seekers.
<i>Start:</i> Offer this project after the Network is established
<i>Measure progress:</i> Report to Annual Sessions in 2016.
B. Be intentional about articulating the messages simply and clearly.
<i>Responsible individual or group:</i> Quaker Life Council and staff
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Recruit a sub-group from the Network (could be same group as above) to prepare short, simple descriptive literature on the key elements. Newcomer Cards available on the Friends General Conference website (www.fgcquaker.org/resources/newcomers-cards) are an example to download and print. 2. Provide an example card suitable for a meeting's literature rack or outreach table at public events. Could include the meeting's logo and contact information on the card.
<i>Start:</i> Same as Section 3A
<i>Measure progress:</i> Same as Section 3A
C. Create pathways for others to know us, find us, and engage with us in our monthly meetings and in other opportunities. Some suggestions and directions provided to meetings by communications staff as well as Friends who have marketing expertise.
<i>Responsible individual or group:</i> Quaker Life Council and General Secretary
<i>How accomplished:</i> Assign a sub-group(s) from the Network that identifies with this interest in marketing and communications: <ol style="list-style-type: none"> 1. Provide relevant messages for visitors to our websites. 2. Use social media to share messages about our faith, witness, service, news and activities in our monthly and quarterly meetings and Yearly Meeting 3. Sponsor and publicize public lectures by Friends whose "lives speak" and are inspirational. 4. Produce short videos of people in a variety of ages, stages and occupations making very short statements and identifying themselves as Quakers, e.g. QuakerSpeak, a project of <i>Friends Journal</i>.

5. Consider hiring a marketing consultant to help with this work.
<i>Start:</i> Same as Section 3A
<i>Measure progress:</i> Same as Section 3A

STRATEGIC DIRECTION 4

Simplify and strengthen governance and administration

Action Steps for Strategic Direction 4

A. Reduce the number of committees and people needed to manage and administer the functions of the Yearly Meeting.
<i>Responsible individual or group:</i> Implementation Committee; see Transition Plan.
<i>How accomplished:</i> Organize the main responsibilities of Yearly Meeting into two main areas of ministry and service and set up two councils to manage and oversee the work in each area: <ol style="list-style-type: none"> 1. Administrative functions and ministries of PYM under an Administrative Council. 2. Functions that foster dynamic, interconnected Spirit-led faith community, that support us in living into our vision of Quaker life in the PYM region under a Quaker Life Council. 3. These two councils will collaborate with one another.
<i>Start:</i> See Transition Plan on page 17
<i>Measure progress:</i> The Transition Plan describes how the Implementation Committee reports to Yearly Meeting sessions on the progress of restructuring.

B. Name and clarify where responsibility and authority lie in yearly meeting structure and administration.
<i>Responsible individual or group:</i> LRPG proposal for Roles and Responsibilities (see section 3 of this plan); members and leaders have responsibility to understand and execute their parts.
<i>How accomplished:</i> Good understanding of the Roles and Responsibilities document and good communication between the parts of the organization.
<i>Start:</i> See Transition Plan
<i>Measure progress:</i> Periodic review and assessment as part of on-going strategic thinking by Administrative Council

C. Strengthen the Nominating Committee.
<i>Responsible individual or group:</i> Implementation Committee and quarterly meetings
<i>How accomplished:</i> A more robust Nominating Committee is proposed in the Roles and Responsibilities section of this report and its formation is described in

the Transition Plan section of this report.
<i>Start:</i> See Transition Plan
<i>Measure progress:</i> Administrative Council and PYM Clerk will monitor

D. Oversee and administer the granting groups under a Granting Committee of the Administrative Council.
<i>Responsible individual or group:</i> Administrative Council and General Secretary
<i>How accomplished:</i> Needs careful coordination and collaboration among the groups and staff that currently oversee the restricted funds and granting function to transition to the new oversight group under Administrative Council. Bring training and best practices to all groups and continue grant-making as an important ministry of PYM.
<i>Start:</i> In the first year that Administrative Council is functioning
<i>Measure progress:</i> Administrative Council and General Secretary will set goals and monitor and then report progress to Yearly Meeting in session.

E. Recruit and train leadership to think strategically and utilize best practices in governance and administration for non-profits including articulating purpose; setting specific goals; prioritizing programs and services to make the most effective use of resources; measuring, evaluating and reporting performance of programs and services; and providing effective communication to and from the constituencies that it serves – while utilizing best practices of Spirit-led discernment.
<i>Responsible individual or group:</i> General Secretary, PYM Clerk, PYM Treasurer, Nominating Committee, Administrative and Quaker Life Councils.
<i>How accomplished:</i> With skilled leadership who model, mentor and set expectations and follow through. Use available web-based tools to teach best practices.
<i>Start:</i> With implementation of this plan
<i>Measure progress:</i> Survey constituencies (members, monthly and quarterly meetings) about their satisfaction with the content and nature of reporting by the leadership.

F. Investigate ways to reduce debt and expenses and increase income of Yearly Meeting.
<i>Responsible individual or group:</i> Administrative Council and General Secretary
<i>How accomplished:</i> As part of the Administrative Council and General Secretary's charge to think strategically. Examples: <ol style="list-style-type: none"> 1. Reduce debt and expense in PYM's share of Friends Center. 2. Continue to follow and support the process of laying down PYM's relationship to the Burlington Meeting House and Conference Center. 3. Support the efforts in strategic planning for the future of Arch Street Meeting House. 4. Partner with other Quaker organizations for cost-sharing of staff.

<p>5. Strengthen development function to:</p> <ul style="list-style-type: none"> a. increase Annual Giving donations and covenants from meetings to at least meet PYM's operating expenses b. apply for grants for special projects c. clearly explain budget changes
<p><i>Start:</i> In the first year the Council is set up and meeting</p>
<p><i>Measure progress:</i> Over the next five years, set goals, measure performance against cost information, make adjustments, give reports annually to PYM in session that share this information with monthly and quarterly meetings. The Treasurer works closely with Administrative Council.</p>

STRATEGIC DIRECTION 5

Increase participation in Yearly Meeting Sessions and other PYM-wide gatherings

Action Steps for Strategic Direction 5

<p>A. Continue improving Annual Sessions to increase attendance.</p>
<p><i>Responsible individual or group:</i> Quaker Life Council collaborating with the Administrative Council, PYM Clerk and General Secretary</p>
<p><i>How accomplished:</i></p> <ul style="list-style-type: none"> 1. Appoint a sprint group to focus on increasing attendance. 2. Learn what might help more Friends attend Sessions from two-way communication with monthly meetings. 3. Learn from and work with current Sessions Planning Group and current Agenda Committee and others with concern for increasing attendance at Sessions. 4. Propose innovations to Quaker Life Council.
<p><i>Start:</i> Soon after Quaker Life Council is appointed</p>
<p><i>Measure progress:</i> Attendance data and impact testimonials</p>
<p>B. Seek young adult Friends to participate in planning and leadership of Continuing Sessions.</p>
<p><i>Responsible individual or group:</i> Quaker Life Council collaborating with the Administrative Council, PYM Clerk and General Secretary</p>
<p><i>Start:</i> Early summer of 2015 so that a preview of the plans comes to Sessions in July; Continuing Sessions begin later in 2015</p>
<p><i>Measure progress:</i> Attendance data and impact testimonials</p>
<p>C. Continue Thread Gatherings and evaluate annually.</p>
<p><i>Responsible individual or group:</i> Quaker Life Council and General Secretary</p>
<p><i>How accomplished:</i> Thread Gatherings will continue up to 2016 Annual Sessions. Prior to 2016 Annual Sessions, the Quaker Life Council and the General Secretary will</p>

evaluate, set goals and/or make adjustments in the Thread programs.
<i>Start:</i> Ongoing as Quaker Life Council is appointed
<i>Measure progress:</i> Annual numbers and distribution of participation in addition to feedback from meetings and participants

D. Nourish youth programs and evaluate for effectiveness as part of a comprehensive review of use of resources.
<i>Responsible individual or group:</i> Quaker Life Council working with staff
<i>How accomplished:</i> Current youth programs will continue through 2016 Annual Sessions. Prior to 2016 Annual Sessions, the Quaker Life Council and the General Secretary will evaluate current programs and considered future programs to nourish youth in PYM and make recommendations at Sessions.
<i>Start:</i> Ongoing as Quaker Life Council is appointed
<i>Measure Progress:</i> Look at annual numbers and age distribution of participation in addition to feedback from meetings and participants.

E. Publicize sessions.
<i>Responsible individual or group:</i> Administrative Council
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. appoint a subgroup on Sessions communication 2. subgroup considers what members receive from PYM 3. publicity before and after Sessions goes to all households inviting involvement, enhancing community 4. lively, engaging video of Sessions draws more to attend
<i>Start:</i> Soon after Administrative Council is appointed
<i>Measure progress:</i> Participation numbers in Sessions and Annual Fund.

STRATEGIC DIRECTION 6

Facilitate PYM-wide corporate witness and social action

Action Steps for Strategic Direction 6

A. Include the witness aspect of our religious life in queries suggested to meetings for their state-of-the-meeting reports.
<i>Responsible individual or group:</i> Quaker Life Council
<i>How accomplished:</i> See to the inclusion of the witness aspect of our religious life in the state-of-the-meeting queries, a self-examination discipline which all monthly and quarterly meetings will be encouraged to use annually.
<i>Start:</i> Late 2015
<i>Measure progress:</i> The number of meetings using the state-of-the-meeting report should be seen to increase.

B. Review and clarify for the future how minutes of action come before the body for corporate attention.
<i>Responsible individual or group:</i> Quaker Life Council
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Appoint a subgroup to compile an instructional report reviewing minutes from the past decade's PYM sessions that included calls for corporate action along with minutes of concern which have come forward from quarters but did not result in corporate action at the PYM level and compile an instructional report. 2. Make clear to monthly and quarterly meeting members how a leading can be shared and tested and lived into as witness.
<i>Start:</i> Late 2015
<i>Measure progress:</i> First, by completion and circulation of the report and later by references to the report in the actions reports from meetings.
C. Establish ongoing, personal, two-way contact with monthly meeting committees on peace and social concerns.
<i>Responsible individual or group:</i> Quaker Life Council
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Appoint a subgroup to establish two-way contact with monthly meetings' committees on peace and social concerns to learn of activities, needs, leadings, readiness to share experience with neighbor meetings through Thread Newsletters and Gatherings and to serve on Traveling Teams or subsequent sprints. 2. Report findings to Quaker Life Council.
<i>Start:</i> Early 2016
<i>Measure progress:</i> Accurate and current contact information at PYM for all monthly meetings would be a basic milestone. Growing participation and interaction among and across meetings would be expected.
D. Partner with other organizations for combined witness.
<i>Responsible individual or group:</i> Quaker Life Council
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Appoint a subgroup to select and make known accessible social action opportunities underway within PYM's region sponsored by other Friends' or inter-faith organizations. 2. Encourage Friends to participate in local and personal witness opportunities.
<i>Start:</i> Late 2016
<i>Measure progress:</i> See two-way contact with monthly meeting peace and concerns committees, 6C above, and assess if and how this PYM service is used at the local level.

E. Discern a process for broad seasoning and development of corporate witness.
<i>Responsible individual or group:</i> Quaker Life Council
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Appoint a subgroup to discern whether and how broader seasoning might be facilitated for potential corporate witness. How may Friends discover others within the Yearly Meeting who share a leading in common? What best practices are being used by Friends to share their leadings with each other? How might involvement be increased and seasoned leadings and concerns made known as they develop toward PYM's attention for corporate commitment? Monthly and quarterly meetings might be engaged in such seasoning. 2. Review ways in which Friends connect with each other in monthly and quarterly meetings and across the yearly meeting. The subgroup may make recommendations to Quaker Life Council to connect and share and season leadings.
<i>Start:</i> Early 2016
<i>Measure progress:</i> See Step 6B on the report and process. Keep track of leading indicators of social concern, which might grow into a movement with wider participation. Compiling witness examples from the two-way communication with meetings (Step 6C) into a report. Quaker Life Council can periodically evaluate whether Friends are finding each other through surveys to monthly and quarterly meetings.