



The Governance Handbook was originally prepared by the Implementation Committee to support the PYM structure that took effect October 1, 2015. The Implementation Committee took direction for its work from the Five-Year Plan approved at 2014 Annual Sessions.

The Governance Handbook describes the details of the authority, responsibility, accountability, available resources and means of accessing the governance structures and substructures of Philadelphia Yearly Meeting (PYM).

As PYM's structure has been actively implemented, this Handbook has been updated by Administrative Council to reflect current practice and experience. The most current version of the Handbook will always be posted on the PYM website.

Philadelphia Yearly Meeting Governance Handbook

Updated August 2020

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VISION AND MISSION



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.

STRATEGIC DIRECTIONS

CONNECT FRIENDS AND MEETINGS TO ONE ANOTHER SO THAT WE MAY EXPERIENCE VIBRANT, SPIRIT-LED FAITH COMMUNITY

We will share among us the wisdom, creativity, and resources of our meetings and Friends, so they may resonate throughout the whole community and allow us to thrive in relationship with the Divine. Individuals and meetings will give time, gifts, and experience in service, and in turn receive new insight, grounding, and friendships, directly and indirectly enriching their meetings and their own spiritual lives.

CONNECT FRIENDS ACROSS THE YEARLY MEETING THROUGH EFFECTIVE COMMUNICATIONS AND TECHNOLOGIES

We will connect Friends across the geography of PYM and with Friends from the wider world, in order to carry our concerns together. We will do this in a manner that allows everyone, without travelling, to participate in the life of the community.

DEVELOP AND WIDELY COMMUNICATE CLEAR MESSAGES ABOUT QUAKERS AND PYM

We will send boldly into the world the message of our distinctive Quaker faith and practice, so that we are known not only for our historic witness but also for our present actions, encouraging others to join us, and so that all may be inspired.

SIMPLIFY AND FOCUS GOVERNANCE AND ADMINISTRATION

We will use our finite resources of volunteer time and energy to focus primarily on God's work, and to sustain our extended community. This process will simplify our structure and processes, clarify roles, responsibilities, authority, and accountability, and reduce the number of things we do. Thus, we will create new opportunities for access and participation, open to anyone with the skills, experience, and will to serve, regardless of time and travel limitations.

BROADEN ENGAGEMENT AND DEEPEN RELATIONSHIPS IN OUR YEARLY MEETING

Because we are all interconnected, we seek to increase a sense of belonging to an extended family of Friends. To be effective and whole, we need each other. Our personal experience of being a Friend is deepened by worshipping, discerning business, and sharing community beyond our home meetings. Friends of all ages, locations, and interests will have ways of entering the community and will feel glad they've participated.

FACILITATE PYM-WIDE CORPORATE WITNESS AND SOCIAL ACTION

As seekers of Truth, we expect to be called to action. Together, as a PYM community, we will witness to the Light, contributing to transformational work in the world. We will encourage and support one another in taking risks together, as we make an impact on our society. We will enhance our effectiveness by focusing our corporate action on fewer, clearer goals.

ENSURE OUR COMMUNITIES ARE WELCOMING AND SAFE FOR ALL PEOPLE

We will look courageously into the roots of inequity in our culture, be willing to see and feel the pain it can cause, and choose to do whatever is necessary to take risks and to change. We will dismantle imposed barriers in our yearly and monthly meeting structures and activities, which impede our experience of God within our communities and within ourselves. We seek to make the congregations inside of our meetinghouses reflect the beauty and diversity of the world outside of them.

STRUCTURE OVERVIEW

SUPERVISORY STRUCTURES

ADMINISTRATIVE COUNCIL

OVERVIEW

With divine assistance the Administrative Council maintains the health and integrity of the finances, property, personnel, and long-term vision of Philadelphia Yearly Meeting. It ensures that resources are well managed in a sustainable manner.

The members of the Administrative Council are nominated by the Nominating Council and approved by the body of the yearly meeting. The Administrative Council will consist of not more than fifteen appointed members. The General Secretary, Clerk, and Treasurer of Philadelphia Yearly Meeting participate in the Administrative Council in an ex-officio capacity. Members may serve two consecutive three-year terms. The General Secretary may invite staff members to attend meetings as needed. The clerk may invite the rising clerk to attend meetings as needed.

SCOPE: AUTHORITY, RESPONSIBILITIES, AND ACCOUNTABILITY

The Administrative Council holds full authority and responsibility for managing the affairs of PYM except for the authority and responsibility assigned to the Quaker Life Council or reserved to yearly meeting in session, the yearly meeting officers, or staff. Its authority and responsibility shall include, but not be limited to: property, finance, budget preparation, audit, investments, development, grant-making, personnel and periodic strategic planning.

In addition, it holds authority and responsibility for:

1. 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 and, when it wishes, appointing clerks to those committees.
2. Holding committees and other structures under its care accountable to their charge.
3. Collaborating with Quaker Life Council on matters of budget, planning, and communications for improved connections between Friends.
4. Providing advice and support when requested for the General Secretary and clerk, as needed.
5. Communicating the activities of the Administrative Council and the yearly meeting to the people of the yearly meeting on a regular and consistent basis, so that Friends in the yearly meeting may always know the business before the Council.
6. Bringing the matters of its substructures to the agenda of business meeting as needed, in consultation with the presiding clerk.
7. Attending and reporting to yearly meeting at annual and continuing sessions.
8. Implementing the PYM strategic directions; initiating strategic planning.
9. Naming the clerk of the Nominating Council and the appointments to the Nominating Council which are not named by the Quarters. These appointments are brought to yearly meeting in session for approval.
10. Performing annual evaluation of the General Secretary; manage the hiring, supervising, and terminating of the General Secretary; collaborating with the Nominating Council on the appointment of a General Secretary search committee.

The Council shall maintain a document describing the processes it uses to fulfill its responsibilities.

Administrative Council Accountability Roles

The Administrative Council has specific roles of authority and responsibility with the bodies in its care, including holding them accountable to their charges, ensuring that they are meeting their responsibilities, and using their authority in service to our yearly meeting. Specifics are below.

Administrative Council Accountability Role for Committees:

- Given the call to simplify our structures, it is expected that the councils will use committees sparingly.
- When formed, the Council enumerates the goals of a committee so its progress can be measured by those goals moving forward. Periodically, the council will review the committees under its care to support them and to determine whether the goals of that work are being met and continue to be needed.
- A committee can be comprised of council members and anyone else that the council appoints. It is expected that one council member will serve on each committee. The council will appoint people to committees who have the skills, experience, and/or gifts to do the work of the committee. The council is encouraged to choose individuals who will approach the task with a diverse set of views and are sensitive to maintaining the yearly meeting as a safe place for all. It is particularly encouraged to choose from under-represented portions of our community with respect to geography, age, and race.
- The council may remove members from committees.
- The council may lay down committees in their care when their work is complete or no longer needed or when it feels the work of the committee is not meeting expectations.
- The council will receive and review an annual written report from the clerk of each committee. It will invite the clerk of each committee to report in person on an identified cycle (quarterly, bimonthly, annually).
- In the event that a committee has a budget, the council will supervise the committee's spending. Councils will respond to committees' requests for financial support for travel or childcare.
- Contracted services should be rare. If the council approves a committee's use of contracted services, the contract must follow the Approved Policy on PYM Contracts, dated July 2019.
- The council grants approval for the use of communications and logistical resources requested by committees.

Administrative Council Accountability Role for Sprints:

- Sprints under the care of the Administrative Council do not have authority on their own. Their authority falls within the parameters of the authority the council, and any additional parameters identified by the council.
- The council is responsible for approving the goals and timeframe for sprints in its care.
- A sprint may be laid down by the council if it seems not to be moving forward.
- The council grants approval to sprints for the use of communications and logistical resources requested by sprints.

Accountability of the Council

The council is held accountable to the yearly meeting in session, which has responsibility for the direction and care of the councils. The yearly meeting body defines the purpose and priorities of the yearly meeting, and the body approves the council members and the budgets under which the councils function. The body of the yearly meeting may reclaim or reassign any authority or responsibility assigned to the Administrative Council, the Quaker Life Council, or Nominating Council, and may revise the governance structure of Philadelphia Yearly Meeting.

ADMINISTRATIVE COUNCIL: MEMBER JOB DESCRIPTION

Position Summary

With divine assistance and in relationship with other council members, Friends on the Administrative Council maintain the health and integrity of the finances, property, personnel and long-term vision of Philadelphia Yearly Meeting. They watch over PYM finances, including investments, audits, grants, development, and preparation of the PYM budget.

Council members work together to provide direction, make decisions, create, nurture, and lay down substructures. They shall ensure that resources are well managed in a sustainable manner.

Key Responsibilities

1. With other council members, oversee the administrative affairs of PYM property, personnel, grants, and finances, including the budget, investments, and development.
2. Stay informed about PYM matters and understand the scope of activity and work of the yearly meeting community. They should:
 - a. Strive to be informed and maintain a presence throughout the yearly meeting. They should identify themselves as they attend other monthly, quarterly, and yearly meeting events.
 - b. Attend and report to annual sessions and continuing sessions.
3. Review and supervise the committees and other bodies under the Administrative Council's charge. Maintain awareness of and provide encouragement, direction, and oversight to all the substructures (such as committees, collaboratives, sprints, etc.).
4. Attend as many meetings as possible in person, and if unable to meet in person, to attend electronically.
5. Be willing to serve on committees or task forces and take on special assignments and complete them thoroughly and on time. Prepare well for meetings, and review and comment on minutes and reports.
6. Articulate the mission, strategic directions, and activities of the Administrative Council.
7. Other duties as assigned.

Qualifications:

Members will:

1. Be an active Friend who is experienced with Friends meetings, active in a PYM meeting or local community of Friends, and be a member of a Monthly Meeting.
2. Know Quaker principles and practice.
3. Maintain an active and grounded spiritual life and have the ability to articulate their ministry of administration.
4. Have experience relevant to the work of the council. These are the areas of expertise needed by some in the council:
 - The law and legal processes;

- Accounting and finance;
 - Personnel;
 - Property;
 - Fostering deep spiritual connection and experience.
5. Understand the greater strategic directions of Philadelphia Yearly Meeting.
 6. Have strong organizational skills, including record keeping and ability to meet deadlines.
 7. Have strong communication skills and be able to communicate complex administrative information clearly and with joy.
 8. Have comfort with basic electronic communications.
 9. Have an ability to share their perspective.
 10. Be willing to travel to monthly meetings, council meetings, and events,
 11. Demonstrate an ability to deal with healthy conflict and to collaborate with others.
 12. Be able to make hard decisions, to say “no” when necessary.
 13. Understand the roles, responsibilities, and authorities as defined within PYM and as defined by relevant laws, regulations, standards, and nonprofit best practices.

RESOURCES AVAILABLE TO THE ADMINISTRATIVE COUNCIL

Finances

Within the Administrative Council budget there is a line for volunteer support which provides limited funding to support childcare for events and meetings and to support mileage, toll and parking reimbursement for Friends involved in the council and for substructures that do not have their own budgets. This funding is meant to help make participation in the yearly meeting accessible and is not available to everyone or for every meeting or event. Substructures in the care of the Administrative Council must speak with the council about availability of funding. Prior approval by the council and strict adherence to the request procedures are required for reimbursement. Details and processes for accessing financial support approved by the council may be found in the Electronic Appendix on the PYM website.

Only councils may approve the use of funding for contracted services, which assumes the availability of funds. Contracts must follow the Approved Policy on PYM Contracts, dated July 2019.

Fundraising: Everyone involved in Philadelphia Yearly Meeting is asked to be part of our culture of giving. Council members are asked to be active fundraisers and encourage others to make contributions generously as meetings and as individuals. However, actual fundraising solicitations need to be coordinated with the appropriate staff. No structure may fundraise on behalf of the yearly meeting or for any structure, substructure, program, or particular cause in the yearly meeting without explicit permission from the Administrative Council.

Communications

Outbound Communication

News: Councils can publish stories through all standard PYM communications channels. The channels and the process for submitting content to them are kept current in the Electronic Appendix.

PYM Calendar: Any scheduled council events may be, and should be, published on the calendar on the PYM website. It is the responsibility of the council to submit the information to be posted. Submission practices are kept current in the Electronic Appendix.

Website: Councils are provided space on the PYM website.

Social Media: Councils may use the PYM social media accounts in collaboration with staff and following PYM Communications guidelines.

Print Materials: Councils may develop print publications such as flyers for sharing publicly. Print materials need to conform to the PYM visual identity guide and style guide and be reviewed and approved by communications staff. Print communications that do not follow the style guide of PYM may not be distributed. Councils may work with staff to professionally design brochures, flyers, and publications. Extraordinary requests might require additional budget approval. Guidelines and procedures for print items are available in the Electronic Appendix.

Contact Information: Councils are not given direct access to contact information of Friends in the yearly meeting. All direct communications to broad PYM audiences are managed through the PYM office and its channels.

Communication Restrictions

If Councils wish to communicate in additional ways, they must speak with the communications staff and presiding clerk or the clerk's delegate to ensure that plans are in alignment with other communications and processes.

Councils may not create independent websites. They may not sign up for any third-party apps or group collaboration tools and must follow PYM communications guidelines when using social media.

Sensitive or personal identification information may not be stored in the cloud without approval of the communications staff.

All communications that are published in any way through PYM:

- May be reviewed and edited by the PYM communications staff. See the editing process in the Electronic Appendix online for more information.
- Must conform to the PYM style guide for graphics and copy.

Logistics Support

The following logistical supports are available to councils within defined parameters:

- meeting space for meetings at Friends Center or Arch Street during open hours, as available
- conference and Zoom calls
- development of simple online registration forms
- mailings – up to 100 pieces
- flyer design
- arrangement of and payment for childcare
- printing and copying
- space for events at Friends Center or Arch Street
- receiving and disbursing funds
- editing documents
- reimbursing expenses

Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website.

The following are ways in which staff is *not* available to support councils:

- setting up or managing preparation or follow-up for meetings of council members
- arranging communications among council members
- developing agendas, recording minutes, or writing news or other documents

Program Support

Typically these services are not available from staff: designing programs, staffing programs, developing or finding content or speakers. If a council is developing a program and is interested in support, the clerk or other contact should contact the Associate Secretary for Program & Religious Life to explore appropriate and available supports.

Governance Access

Requests from substructures to bring a concern or request to the agenda of a council, to the PYM clerk or to the agenda of annual or continuing sessions, are made to the clerk of the council or his/her delegate.

The council is responsible for seasoning concerns and identifying the appropriate person, entity, or session in which the concern will be heard.

Quaker/PYM identity

Councils can represent themselves in the context of their role as part of Philadelphia Yearly Meeting, but they are not permitted to state positions or opinions on behalf of the yearly meeting to external or internal people or institutions as representative of the yearly meeting's position.

QUAKER LIFE COUNCIL

OVERVIEW

With divine assistance the Quaker Life Council maintains the health and integrity of the community, supports spiritual depth, and cultivates relationships within Philadelphia Yearly Meeting (PYM). The council watches over yearly meeting activities, nurtures meetings, supports corporate work for peace and justice, and brings together members across meetings to collaborate on projects of common interest.

The members of the Quaker Life Council are nominated by the Nominating Council and approved by the body of the yearly meeting. The Council will consist of not more than fifteen appointed members. The General Secretary, Clerk, and Treasurer of Philadelphia Yearly Meeting [PYM] participate with the Quaker Life Council in an ex-officio capacity. Members may serve two consecutive three-year terms. The General Secretary may invite staff members to attend meetings as needed. The clerk may invite the rising clerk to attend meetings as needed.

SCOPE: AUTHORITY, RESPONSIBILITIES, AND ACCOUNTABILITY

The Quaker Life Council holds full authority for assisting PYM in determining its purpose and priorities through deep spiritual discernment. It supervises the programs and activities that support a vital Friends community of PYM and ensures that they are aligned with the purpose, priorities, and strategic directions of the yearly meeting.

In addition, it holds authority and responsibility for:

1. 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 who are asked to do relevant work.
2. Holding committees and other structures under its care accountable to their charge.
3. Collaborating with the Administrative Council on matters of budget, planning, and communications for improved connections between Friends.
4. Providing advice and support when requested for the General Secretary and clerk as needed.
5. Communicate the activities of the Quaker Life Council and the yearly meeting to PYM Friends on a regular and consistent basis, so that Friends may always know the business before the Council.
6. Bringing the matters of its substructures to the agenda of business meeting as needed, in consultation with the presiding clerk.
7. Attending and reporting to yearly meeting in session.
8. Participating in strategic planning; ensuring that the strategic directions are met through the work of the Council and its substructures.
9. Focusing the yearly meeting body on a very limited number of social justice issues that are clear concerns to which we are called, and facilitating the effective response and action of our community to address those issues.
10. Ensuring State of the Meeting reports are produced, reviewed, and shared annually.
11. Supervising publications produced by PYM.
12. Seeking opportunities to be in mutually supportive relationships with sister Quaker organizations.

The council shall maintain a document describing the processes it uses to fulfill its responsibilities.

Quaker Life Council Accountability Roles

The Quaker Life Council has specific roles of authority and responsibility with the bodies in its care, including holding them accountable to their charges, ensuring that they are meeting their responsibilities, and using their authority in service to our yearly meeting. Specifics are below.

Quaker Life Council Accountability Role for Threads:

- Threads are identified by the Quaker Life Council.
- On an annual basis, the council determines whether or not the thread is still vital and viable for continuation. The council has the authority to lay threads down and raise new ones up as is needed.

Quaker Life Council Accountability Role for Collaboratives:

- Collaboratives are formed under the care of the Quaker Life Council through a process established by the council.
- The council may establish a committee to supervise and support the collaboratives' substructure.
- The council will review the annual reports submitted by each collaborative and ensure that they are meeting the needs of the yearly meeting. Additionally, the council may choose to require other forms of reporting such as quarterly reports or in-person reports by the clerk. The council must clearly communicate these requirements to collaboratives in advance.
- Collaboratives do not have their own funding. The process and the decision-making for funding is the responsibility of the council, which may designate its funding to support collaborative activities. In the event that funding is approved for a collaborative, the council is responsible for supervising the use of those funds.
- Councils will respond to collaboratives' requests for financial support for travel or childcare.
- Contracted services should be rare. If the council approves the use of contracted services by a collaborative, the contract must follow the Approved Policy on PYM Contracts, dated July 2019.
- The council grants approval to collaboratives for the use of communications, logistical, and program resources that require prior approval.
- The council will consider laying collaboratives down when membership dwindles to one Friend, or Friends from only one monthly meeting, or the collaborative fails to submit their annual report, or becomes unresponsive to the council. Additionally, if the council finds that a collaborative is not helping us be a more dynamic, community-organized and Spirit-led community, or feels that a collaborative is working against that goal, the council may lay it down.

Quaker Life Council Accountability Role for Committees:

- Given the call to simplify our structures, it is expected that the councils will use committees sparingly.
- When formed, the council enumerates the goals of a committee so its progress can be measured by those goals moving forward. Periodically, the council will review the committees under its care to support them and to determine whether the goals of that work are being met and continue to be needed.
- A committee can be comprised of council members and anyone else that the council appoints. It is expected that one council member will serve on each committee. The council will appoint people to committees who have the skills, experience, and/or gifts to do the work of the committee. The council is encouraged to choose individuals who will approach the task with

a diverse set of views and are sensitive to maintaining the yearly meeting as a safe place for all. It is particularly encouraged to choose from under-represented portions of our community with respect to geography, age, and race.

- The council may remove members from committees.
- The council may lay down committees in their care when their work is complete or no longer needed or when it feels the work of the committee is not meeting expectations.
- The council will receive and review an annual written report from the clerk of each committee. It will invite the clerk of each committee to report in person on an identified cycle (quarterly, bimonthly, annually).
- In the event that a committee has a budget, the council will supervise the committee's spending. Councils will respond to committees' requests for financial support for travel or childcare.
- Contracted services should be rare. If the council approves the use of contracted services by a committee, the contract must follow the Approved Policy on PYM Contracts, dated July 2019.
- The council grants approval for the use of communications and logistical resources requested by committees.

Quaker Life Council Accountability Role for Sprints:

- Sprints under the care of the Quaker Life Council do not have authority on their own. Their authority falls within the parameters of the authority the council, and any additional parameters identified by the council.
- The council is responsible for approving the goals and timeframe for sprints in its care.
- A sprint may be laid down by the council if it seems not to be moving forward.
- The council grants approval to sprints for the use of communications and logistical resources requested by sprints.

Quaker Life Council Accountability Role for Representatives to External Organizations:

- The council will maintain relationships with the Friends who are appointed by the yearly meeting to represent PYM to outside organizations, ensuring the representatives have the information needed to successfully represent PYM and that the representatives share information back to PYM about the organizations to which they are appointed.

Accountability of the Council

The council is held accountable to the yearly meeting in session, which has responsibility for the direction and care of the councils. The yearly meeting body defines the purpose and priorities of the yearly meeting, and the body approves the council members and the budgets under which the councils function. The body of the yearly meeting may reclaim or reassign any authority or responsibility assigned to the Administrative Council, the Quaker Life Council, or Nominating Council, and may revise the governance structure of Philadelphia Yearly Meeting.

QUAKER LIFE COUNCIL: MEMBER JOB DESCRIPTION

Position Summary:

Members of the Quaker Life Council undertake a solemn responsibility to help provide the yearly meeting community with humble leadership in Quaker faith and practice. With divine assistance and in relationship with other council members, Friends on the Quaker Life Council maintain the health and integrity of the community, support spiritual depth, and cultivate relationships within Philadelphia Yearly Meeting. They watch over the programs and activities of yearly meeting Friends, including

nurturing monthly and quarterly meetings, supporting Friends' work for peace and justice, and bringing together members across meetings to collaborate on projects of common interest.

Council members also engage their work with a sense of fun and joy. In partnership with relevant PYM staff, council members provide direction for all programs under its care, and thus empower other Friends to carry out the mission of Philadelphia Yearly Meeting. They work together to provide direction, make decisions, raise up, nurture, and lay down substructures, create an inclusive environment, and ensure that resources are in place.

Key Responsibilities:

1. With other council members, design dynamic support structures and processes that support the ministries under its care.
2. Review and supervise the committees and other bodies under its charge. Maintain intimate awareness of and provide encouragement, direction and oversight to all the substructures (such as committees, collaboratives, sprints, etc.). This includes the care of some budgeting processes. Serve on committees or task forces and take on special assignments, completing them thoroughly and on time. Prepare well for meetings, and review and comment on minutes and reports.
3. Help to empower many other Friends to carry out the work of Philadelphia Yearly Meeting in innovative ways.
4. Work actively for a spiritual revitalization of PYM by nurturing and supporting the spiritual life of all Friends, meetings, and communities of the yearly meeting, including religious education of children youth and adults. Bring together members across PYM to build a strong and vibrant community. Prioritize and plan inspiring goals and programs for PYM religious life.
5. Work to ensure that yearly meeting programs operate in partnership with our local Quaker communities, including, but not limited to: Friends schools, sister Quaker organizations, worship groups, preparative meetings, monthly meetings, and quarterly meetings.
6. Look for opportunities to bring our testimonies to the world in faithful and transformative ways.
7. Stay informed about PYM matters and understand the scope of activity and work of the yearly meeting community. Council members will:
 - a. Strive to be informed and maintain a presence throughout the yearly meeting. Identify themselves as they attend other monthly, quarterly, and yearly meeting events.
 - b. Attend and report to all annual and continuing sessions.
8. Attend as many meetings as possible in person, and if unable to meet in person, attend electronically.
9. Hold responsibility for and ensure the effective planning and execution of Annual sessions and Continuing Sessions, with the exception of the business agenda.
10. Convey the mission, strategic directions, and activity of the yearly meeting to PYM Friends and communities.
11. Other duties as assigned.

Qualifications:

Members will be:

1. Knowledgeable of Quaker principles and practice.
2. Active in a PYM meeting or local community of Friends and a member of a Monthly Meeting.
3. Spiritually centered and grounded, demonstrate a commitment to their own spiritual deepening, show a strong interest in and curiosity about spirituality and religion, and able to

- speak adeptly about it.
4. Comfortable with basic electronic communications.
 5. Understand the potential of collaborations between monthly, quarterly, and yearly meetings.
 6. Able to deal with healthy conflict and to collaborate with others.
 7. Able to make hard decisions, to say “no” when necessary.
 8. Understand the roles and responsibilities and authorities as defined within PYM.

These are the areas of expertise needed by some in the Council:

- nurturing individual and corporate ministry
- developing or providing effective programs & events
- youth development and community
- pastoral care
- effective social justice and change
- experience with basic budgeting processes
- strong organizational skills including record keeping and ability to meet deadlines
- strong communication skills, able to communicate complex spiritual and programmatic information clearly and with joy

RESOURCES AVAILABLE TO THE QUAKER LIFE COUNCIL

Finances

Within the Quaker Life Council budget there is a line for program expenses. This is the funding available to the council and its substructures for program, printing, copying, mailing, childcare, and travel support for volunteers. The council must approve any expenses for itself or its substructures prior to commitment or spending of the funds by the council or its substructures.

This funding is meant to help make participation in the yearly meeting accessible and is not available to everyone or for every meeting or event. It provides limited support for childcare for events and meetings and to support mileage, toll and parking reimbursement for Friends involved in the council and the council’s substructures. Members of substructures must speak with the Quaker Life Council about the availability of funding. Prior approval by the council and strict adherence to the request procedures are required for reimbursement.

Only Councils may approve the use of funding for contracted services, assuming the availability of funding . Details and processes for accessing financial support approved by the Council may be found in the Electronic Appendix on The PYM website.

Fundraising: Everyone involved in Philadelphia Yearly meeting is asked to be part of our culture of giving. Council members are asked to be active fundraisers and encourage others to make contributions generously as meetings and as individuals. However, actual fundraising solicitations need to be coordinated with the appropriate staff. No structure may fundraise on behalf of the yearly meeting or for any structure, substructure, program or particular cause in the yearly meeting without explicit permission from the Administrative Council.

Communications

Outbound Communication

News: Councils can publish stories through all standard PYM communications channels. The channels and the process for submitting content to them are kept current in the Electronic Appendix.

PYM Calendar: Any scheduled council events may be, and should be, published on the calendar on the PYM website. It is the responsibility of the council to submit the information to be posted. Submission practices are kept current in the Electronic Appendix.

Website: Councils are provided space on the PYM website.

Social Media: Councils may use the PYM social media accounts in collaboration with staff and following communications guidelines.

Print Materials: Councils may develop print publications such as flyers for sharing publicly. Print materials need to conform to the PYM visual identity guide and style guide and be reviewed and approved by communications staff. Print communications that do not follow the style guide of PYM may not be distributed. Councils may work with staff to professionally design brochures, flyers, and publications. Extraordinary requests might require additional budget approval. Guidelines and procedures for print items are available in the Electronic Appendix.

Contact Information: Councils are not given direct access to contact information of Friends in the yearly meeting. All direct communications to broad PYM audiences are managed through the PYM office and its communications channels.

Communication Restrictions

If Councils wish to communicate in additional ways, they must speak with the communications staff and presiding clerk or the clerk's delegate to ensure that plans are in alignment with other communications and processes.

Councils may not create independent websites. They may not sign up for any third-party apps or group collaboration tools beyond those recommended in the resources section of their private multisite, and must follow PYM guidelines when using social media.

Sensitive or personal identification information may not be stored in the cloud without approval of the communications staff.

All communications that are published in any way through PYM:

- May be reviewed and edited by the PYM communications staff. See the editing process in the Electronic Appendix online for more information.
- Must conform to the PYM style guide for graphics and copy.

Logistics Support

The following logistical supports are available to councils within defined parameters:

- meeting space for meetings at Friends Center or Arch Street during open hours, as available
- conference or Zoom calls
- development of simple online registration forms
- mailings – up to 100 pieces
- flyer design
- arrangement of and payment for childcare

- printing and copying
- space for events at Friends Center or Arch Street
- receiving and disbursing funds
- editing documents
- reimbursing expenses

Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website.

The following are ways in which staff is *not* available to support councils:

- setting up or managing preparation or follow-up for meetings of council members
- arranging communications among council members
- developing agendas, recording minutes, or writing news or other documents

Program Support

Typically these services are not available from staff: designing programs, staffing programs, developing or finding content or speakers. If a Council is developing a program and is interested in support, the clerk or other contact should contact the Associate Secretary for Program & Religious Life to explore appropriate and available supports.

Governance Access

Requests from substructures to bring a concern or request to the agenda of a council, to the PYM clerk or to the agenda of annual or continuing sessions, are received by the clerk of the council or his/her delegate.

The council is responsible for seasoning concerns and identifying the appropriate person, entity, or session in which the concern will be heard.

Quaker/PYM identity

Councils can represent themselves in the context of their role as part of Philadelphia Yearly Meeting, but they are not permitted to state positions or opinions on behalf of the yearly meeting to external or internal people or institutions as representative of the yearly meeting's position.

NOMINATING COUNCIL

OVERVIEW

With divine assistance, the Nominating Council brings Friends with needed gifts and skills into service for the yearly meeting's primary structures and roles. The council identifies yearly meeting officers, members of the councils, representatives to outside groups and ad hoc structures, and brings their names forward for approval by the yearly meeting in session.

Nominating Council shall have up to 20 members. Each of the 13 quarterly meetings shall appoint one member. In addition, up to 7 at-large members shall be appointed by the yearly meeting in session after nominations from the Governance Committee of the Administrative and Quaker Life Councils. The Administrative Council names the clerk of Nominating Council which requires approval by the yearly meeting. Members may serve two consecutive three-year terms.

SCOPE: AUTHORITY, RESPONSIBILITIES AND ACCOUNTABILITY

Nominating Council is responsible to report to Annual Sessions on its work and recommendations for nominations.

Nominating Council will report the names of Nominating Council members named by the Quarters to the yearly meeting in session. Nominating Council will nominate to yearly meeting in session the following positions:

1. Clerk of PYM, Assistant clerk, Recording clerks, Treasurer, Assistant Treasurer, and Elders.
2. Clerks and members of Administrative Council and Quaker Life Council.
3. Representatives to organizations external to Philadelphia Yearly Meeting, such as American Friends Service Committee (AFSC), Friends Committee on National Legislation (FCNL), Friends General Conference (FGC), interfaith councils, and other groups that the Quaker Life Council deems necessary.
4. Members of PYM ad-hoc committees at the request of the yearly meeting in session or the councils.

The elders will be nominated in consultation with the presiding clerk. This is because a strong relationship between the clerk and the elders is essential to a strong foundation serving the body.

Nominating Council may remove from positions those whom it has appointed.

Nominating Council shall see to the training of clerks and members of the councils.

Nominating Council members may serve as a resource to the councils but Nominating is not responsible for identifying Friends to serve on any of the structures in the care of the councils.

Minutes are kept of each Nominating Council session, but names of potential nominees are not mentioned in the minutes.

Nominating Council shall maintain a handbook describing the processes it uses to fulfill its responsibilities.

Nominating Council is held accountable by the yearly meeting in session. The yearly meeting has responsibility for the direction and care of the councils and approves the At Large Nominating Council

members. The body of the yearly meeting may reclaim or reassign any authority or responsibility assigned to the Administrative Council, the Quaker Life Council or Nominating Council, and may revise the governance structure of Philadelphia Yearly Meeting.

NOMINATING COMMITTEE: MEMBER JOB DESCRIPTION

All members of the Nominating Council will:

1. Obtain lists of members in their quarter and become knowledgeable about the skills and interests of Friends in their quarterly meetings.
2. Stay informed about PYM matters and understand the scope of activity and work of the yearly meeting community. They shall:
 - a. Strive to be informed and maintain a presence throughout the yearly meeting. They should identify themselves as they attend other monthly, quarterly, and yearly meeting events.
 - b. Attend and report to annual and continuing sessions.
3. Attend as many meetings as possible in person, and if unable to meet in person, attend electronically.
4. Hold the business of the committee in the strictest confidence. There are times when Friends must speak frankly about their experiences with potential nominees. Confidentiality facilitates frankness and allows the committee to deliberate wisely.
5. Not query a potential nominee for a specific position without the committee's approval. This practice avoids awkwardness should the committee decide not to move forward with the nomination.

RESOURCES AVAILABLE TO THE NOMINATING COUNCIL

Finances

The Nominating Council is responsible for any financial resources assigned to it for the work of training the Councils.

Fundraising: Everyone involved in Philadelphia Yearly meeting is asked to be part of our culture of giving. Committee members are asked to be active fundraisers and encourage others to make contributions generously as meetings and as individuals. However, actual fundraising solicitations need to be coordinated with the appropriate staff. No structure may fundraise on behalf of the yearly meeting or for any structure, substructure, program or particular cause in the yearly meeting without explicit permission from the Administrative Council.

Communications

Outbound Communication

News: The council may publish stories through all standard PYM communications channels. The channels and the process for submitting content to them are kept current in the Electronic Appendix.

PYM Calendar: Any scheduled council events may be, and should be, published on the calendar on the PYM website. It is the responsibility of the council to submit the information to be posted. Submission practices are kept current in the Electronic Appendix.

Website: The council is provided space on the PYM website.

Social Media: The council may use the PYM social media accounts in collaboration with staff and following communications guidelines.

Print Materials: The council may develop print publications such as flyers for sharing publicly. Print publications need to conform to the PYM visual identity guide and style guide and be reviewed and approved by communications staff. Print communications that do not follow the style guide of PYM may not be distributed. The committee may work with staff to professionally design brochures, flyers, and publications. Extraordinary requests might require additional budget approval. Guidelines and procedures for print items will be available in the Electronic Appendix.

Contact Information: The council is not given direct access to contact information of Friends in the yearly meeting. All direct communications to broad PYM audiences are managed through the PYM office and its channels. The exception is that the clerk of the Nominating Council may receive an electronic spreadsheet with the names, contact information and membership status from PYM staff. The spreadsheet is kept confidentially in the care of the clerk to be used to consider nominations. The clerk may share contact information of specific Friends with Nominating Council members so that they may contact potential nominees.

Communication Restrictions

If the council wishes to communicate in additional ways, it must speak with the communications staff and presiding clerk or the clerk's delegate to ensure that plans are in alignment with other communications and processes.

Sensitive or personal identification information may not be stored in the cloud without approval of the communications staff.

All communications that are published in any way through PYM:

- May be reviewed and edited by the PYM communications staff. See the editing process in the Electronic Appendix online for more information.
- Must conform to the PYM style guide for graphics and copy.

Logistics Support

The following logistical supports are available to Nominating Council within defined parameters:

- meeting space for meetings at Friends Center or Arch Street during open hours, as available
- conference calls
- development of simple online registration forms
- mailings – up to 100 pieces
- flyer design
- arrangement of and payment for childcare
- printing and copying
- space for events at Friends Center or Arch Street
- receiving and disbursing funds
- editing documents
- reimbursing expenses

Details and processes for accessing the support are in the Electronic Appendix on the PYM website.

The following are ways in which staff is *not* available to support councils:

- setting up or managing preparation or follow-up for meetings of council members
- arranging communications among council members
- developing agendas, recording minutes, or writing news or other documents

Program Support

Typically these services are not available from staff: Designing programs, staffing programs, developing or finding content or speakers. If a Council is developing a program and is interested in support, the clerk or other contact should contact the Associate Secretary for Program & Religious Life to explore appropriate and available supports.

Governance Access

Requests from substructures to bring a concern or request to the agenda of a council, to the PYM clerk or to the agenda of annual or continuing sessions, are received by the clerk of the council or his/her delegate.

The council is responsible for seasoning concerns and identifying the appropriate person, entity, or session in which the concern will be heard.

Quaker/PYM identity

Councils can represent themselves in the context of their role as part of Philadelphia Yearly Meeting, but they are not permitted to state positions or opinions on behalf of the yearly meeting to external or internal people or institutions as representative of the yearly meeting's position.

SUBSTRUCTURES

THREADS

OVERVIEW

Threads weave our yearly meeting community together by gathering people around common themes. Common threads of concern run through all our monthly meetings. In a meeting community, these threads weave together to support the faith, practice, and witness of that meeting. When we bring the threads together across our meetings, we create the fabric of our religious society.

Within a thread, people may gather and communicate or build a network, share or create resources, engage in activities, or create informational publications. It is expected that every thread will execute at least one event per year, whether that's a half-day or day-long Thread Gathering at a meetinghouse, a conference call, a webinar, or another type of event.

Current threads include:

- Ministry & Care
- Outreach & Communications
- Religious Education
- Governance & Stewardship
- Peace & Social Justice

FORMATION OF THREADS

Threads are identified by the Quaker Life Council. Activities and resources organized within threads are open to participation by all. Staff contact is the Associate Secretary for Program & Religious Life. Periodically, the council will review the threads to determine if each should continue or be laid down.

HOW FRIENDS GET INVOLVED IN THREADS

All Friends are encouraged to participate in threads. Opportunities for Friends to identify the threads they wish to participate in will be offered regularly, so they may receive information about events, news, sprints (see below), and resources.

Specific ways that Friends may contribute to our community through threads include:

- attending gatherings
- sharing questions, resources, and wisdom
- writing short news items and stories about the experience of their meeting to be shared with others;
- facilitating workshops at gatherings;
- participating in sprints to develop or gather resources;
- join in conference or zoom calls.

Some Friends will work with staff to organize the offerings of threads. Those who are interested in doing this should contact the Associate Secretary for Program and Religious Life.

SCOPE: AUTHORITY, RESPONSIBILITIES AND ACCOUNTABILITY

Staff and Friends working with staff on activities within a thread will identify and enact ways in which relationships may be fostered within the yearly meeting.

Sprints that are relevant to a thread may be organized with the authority of the Quaker Life Council. In that event, the council is responsible for ensuring the sprints report back on their projects and that the sprints are meeting their responsibilities. Sprints which are not meeting their responsibilities may be laid down by the council.

Thread activities have a responsibility to be open and welcoming to all Friends interested in participating in their work and to foster relationships and discussion within their theme. Each year, a minimum of the following will be offered for each thread:

- hosting at least one “scheduled event” (gathering, webinar, conference call, etc.) per year.
- stewarding at least one active, ongoing way of sharing stories, experiences and resources.

Threads are in the care of the Quaker Life Council which provides support and direction. The Council will hold each thread accountable through an annual review process, for which the council is responsible, ensuring that the threads are meeting their responsibilities and functioning to their greatest possible strengths. The council determines whether or not the thread is still vital and viable for continuation. The council has the authority to lay threads down.

CHECKLIST OF ANNUAL TASKS

- ✓ Host at least one “scheduled event” (gathering, webinar, conference call, etc.) per year.
- ✓ Steward at least one active, ongoing way of sharing stories, experiences and resources.

RESOURCES AVAILABLE

Since threads are organized by staff in collaboration with Friends in the yearly meeting, financial and logistical resources, and communication for thread events, news, and information will be led by PYM staff.

THREAD PARTICIPANT ROLE DESCRIPTION

SUMMARY

Thread participants identify themselves as having an interest in one or more Threads and then participate to whatever extent they wish.

KEY RESPONSIBILITIES

1. Sign up for Thread communications.
2. Let others in their meeting and other Quaker communities know about the activity within a Thread and encourage others’ participation.
3. Engage in Thread opportunities to the extent they are interested.

COLLABORATIVES

OVERVIEW

Collaboratives make us a dynamic, “community organized” yearly meeting, by providing a vessel to hold Friends with similar ideas and leadings and help launch projects and activities which grow out of those shared callings. They provide cross-pollination for the specific interests, enthusiasms, and bonds of individual Friends within PYM. Using collaboratives, Friends will join with other Friends to share their passions and reach critical mass and connection.

Current active collaboratives include: Eco-Justice, First Contact Reconciliation, FWCC and Other World Relations, India Friends, Legislative Policy, Middle East, Nuclear Disarmament, Spiritual Formation.

Collaboratives are in the care of the Quaker Life Council and the primary staff contact is the Associate Secretary for Program & Religious Life.

FORMATION OF COLLABORATIVES

Collaboratives are formed by Friends who have a common interest or ministry. They are self-organized and self-facilitated and are formed under the care of the Quaker Life Council through a process established by the Council. Collaboratives reach out to Friends in all meetings to form a focused community across worship groups, monthly meetings, or quarterly meetings. By definition, each collaborative will include Friends from several different meetings.

If membership dwindles to one Friend, or Friends from only one monthly meeting, or the collaborative fails to submit their annual report, or becomes unresponsive to the council, then the Quaker Life Council will consider laying that collaborative down. Additionally, if the council finds that a collaborative is not helping us be a more dynamic, community organized and Spirit-led community, or feels that a collaborative is working against that goal, the council may lay it down.

HOW FRIENDS GET INVOLVED

All Friends are welcome to participate in all collaboratives to the extent they wish, with a wide range of possibilities offered, including sharing one’s experience, wisdom, leading, heart-centered presence, and skills with others; attending meetings, events, and social witness; and participating in electronic communications.

Any Friends wishing to create a new collaborative will use the process established by the Quaker Life Council.

Collaboratives are expected to prepare communications about their progress, achievements, discoveries, and concerns, so that others in the yearly meeting can be aware of it. The contact information of a Friend in the collaborative will be public so any Friend (including Bridge Contacts) in our yearly meeting can be in touch with the collaborative about its work.

SCOPE: AUTHORITY, RESPONSIBILITIES AND ACCOUNTABILITY

Collaboratives have the authority to self-organize events and activities as they see fit and to publicize and communicate their activities with logistical support from PYM staff as outlined below.

Collaboratives may create sprints to accomplish tasks related to the collaborative, such as developing and collecting resources or organizing events.

Collaboratives have a responsibility to be open and welcoming to all Friends interested in participating in their activities.

They are also responsible for:

- preparing communications about the progress, achievements, discoveries, and concerns of their work so that others in the yearly meeting community can be aware of it;
- doing their work in a way that is in alignment with the seventh strategic direction with attention to work in the committee itself and its impact in the wider community;
- welcoming and recruiting new friends from multiple monthly meetings;
- maintaining their own contact lists and reporting their membership contact information to the database coordinator;
- appointing a Bridge Contact and staying in touch with the wider life and witness of the yearly meeting activities;
- ensuring that a designated person is the single contact with the council and the staff to avoid confusion, duplication of effort, or dropped balls. This person will be identified on the annual application/report to the council;
- submitting their annual report to the Quaker Life Council;
- reporting to the Quaker Life Council if asked;

If a collaborative is closely related to a thread, it may have other responsibilities (possibly "soft" responsibilities or "encouragements") to the thread, such as being present at thread gatherings/events or sharing information about notes of the collaborative's activities via thread communications. Collaboratives are responsible for holding accountable sprints or substructures in their care, ensuring that they are meeting their own responsibilities and functioning well. They may provide support and care and they may lay down sprints and substructures in their care.

Collaboratives are in the care of the Quaker Life Council which may provide care and support to ensure that collaboratives function within their parameters and to their best strengths. Collaboratives will be held accountable for maintaining their responsibilities by the Quaker Life Council mainly through the application and annual report process, but the council may determine additional methods of accountability. The Quaker Life Council has the authority to lay down collaboratives.

CHECKLIST OF ANNUAL TASKS

- ✓ Complete the annual application and review of work for the Quaker Life Council.
- ✓ Provide regular communications about the work of the collaborative through the PYM communication channels.

RESOURCES AVAILABLE

Finances

Collaboratives do not have their own funding. They are under the care of the Quaker Life Council, which may designate its funding to support collaborative activities. The process and the decision-making for funding collaborative activities is the responsibility of the Quaker Life Council. In the event that funding is approved for a collaborative, the process for receiving funds is in the Electronic Appendix.

Within the Quaker Life Council budget there is limited funding available to support childcare for events and meetings and to support mileage, toll and parking reimbursement for Friends involved in the Council and the Council's substructures. This funding is meant to help make participation in the yearly

meeting accessible and is not available to everyone or for every meeting or event; Collaboratives must speak with the Quaker Life Council about availability of the funding. Prior approval by the Council and strict adherence to the request procedures are required for reimbursement. Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website.

Fundraising: Everyone involved in Philadelphia Yearly Meeting is asked to be part of our culture of giving. Friends involved in collaboratives are asked to be cheerleaders and encourage others to make contributions generously as meetings and as individuals. However, actual fundraising solicitations need to be coordinated with the appropriate staff. No structure may fundraise on behalf of the yearly meeting or for any structure, substructure, program, or particular cause in the yearly meeting without explicit permission from the Administrative Council.

Communications

Outbound Communication

News: Collaboratives may publish stories through all standard PYM communications channels. The channels and the process for submitting content to them are kept current in the Electronic Appendix.

PYM Calendar: Any scheduled Collaborative events may be, and should be, published on the calendar on the PYM website. It is the responsibility of the collaborative to submit the information to be posted. Submission practices are kept current in the Electronic Appendix.

Website: Collaboratives will be provided space on the PYM website.

Social Media: Collaboratives may use the PYM social media accounts in collaboration with staff and following communications guidelines.

Print Materials: Collaboratives may develop print publications such as flyers for sharing publicly. Print Materials need to conform to the PYM visual identity guide and style guide and be reviewed and approved by communications staff. Print communications that do not follow the style guide of PYM may not be distributed. Collaboratives may work with staff to professionally design brochures, flyers, and publications. Extraordinary requests might require additional budget approval. Guidelines and procedures for print items will be available in the Electronic Appendix.

Contact Information: Collaboratives are not given direct access to contact information of Friends in the yearly meeting. All direct communications to broad PYM audiences are managed through the PYM office and its channels.

Communication Restrictions

Collaboratives do not have the authority to communicate outside of standard PYM communications channels without approval from the Quaker Life Council (which will collaborate with staff).

Sensitive or personal identification information may not be stored in the cloud without approval of the communications staff.

All communications that are published in any way through PYM:

- May be reviewed and edited by the PYM communications staff. See the editing process in the Electronic Appendix online for more information.
- Must conform to the PYM style guide for graphics and copy.

Logistics Support

The following logistical supports are available to collaboratives within defined parameters:

- meeting space for meetings at Friends Center or Arch Street during open hours, as available
- conference calls
- development of simple online registration forms
- flyer design

The following may be requested with *prior* approval from the council, which needs to have come to an agreement with the appropriate staff person:

- arrangement of and payment for childcare
- printing and copying
- space for events at Friends Center or Arch Street
- receiving and disbursing funds
- editing documents
- reimbursing expenses

Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website.

The following are ways in which staff is *not* available to support collaboratives:

- setting up or managing preparation or follow-up for meetings
- arranging communications among collaborative members
- developing agendas, recording minutes, or writing news or other documents

Program Support

Typically these services are not available from staff: designing programs, staffing programs, developing or finding content or speakers.

The needs for supporting programming will vary by collaborative and quite often this will not be a need. If a collaborative is developing a program and is interested in support, the clerk or other contact should contact the Associate Secretary for Program & Religious Life to explore appropriate and available supports.

Governance Access

If a collaborative would like to request time on the agenda of a council, or at annual or continuing sessions, the leaders of the collaborative should funnel their request through the clerk of the council or his/her delegate.

As the Quaker Life Council has responsibility for collaboratives, it is responsible for seasoning concerns and identifying the appropriate person, entity, or session in which the concern will be heard.

Quaker/PYM identity

Collaboratives can represent themselves in the context of their role as part of Philadelphia Yearly Meeting, but they are not permitted to state positions or opinions on behalf of the yearly meeting to external or internal people or institutions as representative of the yearly meeting's position.

Collaboratives can ask their council to consider asking the clerk or General Secretary to speak on behalf of the yearly meeting, but they may not do so directly.

COLLABORATIVE PARTICIPANT ROLE DESCRIPTION

Summary

Collaborative members participate to the extent they are interested within the expectations of the specific collaborative.

Key Responsibilities

1. Actively welcome, engage, and interact with Friends from all meetings.
2. Demonstrate an excitement about expanding the reach of their interest or work across the geography of the yearly meeting.
3. Report annually to the Quaker Life Council on the collaborative's activities.

RESOURCE FRIENDS – UNDER CONSTRUCTION

SPRINTS

OVERVIEW

Sprints allow our community to respond to leadings in the moment. They provide agility in addressing a specific need as soon as it arises and help to get the job done quickly. They last no longer than one to six months. This time frame allows Friends to jump on board for a project, participate in something meaningful to them, and then move on without extended commitment.

Examples of sprints might include organizing an event like a weekend retreat or a social action/witness; meeting intervisitation or other gathering; or developing a document or set of resources for Friends on a particular topic.

Sprints must be in the care of another structure or substructure in order to be formed. There is not a staff contact for sprints.

FORMATION AND LAYING DOWN

Sprints may be formed by any structure of the yearly meeting including councils, collaboratives, threads, or committees. Friends who identify a need and have the skills to address it can form a sprint under the authority of any structure or substructure of the yearly meeting. The supervising structure is responsible for setting the goals and timeframe for the sprint.

Sprints are laid down when the project is complete. If a project seems to lead to another one, a new sprint should be formed in order to maintain the singular and task-focused nature of a sprint. A sprint may be laid down by its sponsoring structure if it seems not to be moving forward. It also may choose to lay itself down if it can't complete its task or any other reason.

HOW FRIENDS GET INVOLVED

Sprints are formed by those who perceive a need and have the energy, time, and skills to engage in a solution. A sprint looking for additional participation from Friends who have needed skills may consult related Bridge Contacts, the Councils, or Nominating Council for suggestions.

Sprints are expected to prepare communications about their progress, achievements, discoveries, and concerns, so that others in the yearly meeting can be aware of it. The contact information of a Friend in the sprint will be public so any Friend (including Bridge Contacts) in our yearly meeting can be in touch with the sprint about its work.

SCOPE: AUTHORITY, RESPONSIBILITIES AND ACCOUNTABILITY

Sprints do not have authority on their own – their authority falls within the parameters of the authority of their sponsoring structure and any additional parameters identified by the sponsoring structure. The work of sprints is not guaranteed to be accepted and used by the yearly meeting and its structures. In the event that a sprint results in a finished product that it wants to publicize, publish, or manifest in some other way, a process will be determined with the sponsoring structure which has the authority for carrying it forward.

Sprints are responsible for:

- Finding a structure or substructure which will take it under its care and responsibility. Sprints formed by a council or substructure are under its care.
- Identifying goals and a timeline prior to launching.
- Identifying a member who will serve as the direct contact with the sponsoring structure.

- Completing their stated project within or nearly within the timeframe and for staying in contact with their sponsoring structure about their progress.
- Preparing communications about the progress, achievements, discoveries, and concerns of their work so that others in the yearly meeting community can be aware of it.
- Doing their work in a way that is in alignment with the seventh strategic direction with attention to work in the Sprint itself and its impact in the wider community.

Sprints are held accountable by the structure or substructure which launched it or agreed to provide care and supervision for it. In the event that a sprint is struggling, needs support or needs to be laid down the structure that has care for it is responsible for providing those steps.

RESOURCES AVAILABLE

Finances

There are no financial resources available to a sprint. If the sprint is in the care of a structure that may request travel or childcare funding support, then the sponsoring structure may choose to go through the process to request financial support.

Fundraising: Everyone involved in Philadelphia Yearly meeting is asked to be part of our culture of giving. Friends involved in Sprints are asked to be cheerleaders and encourage others to make contributions generously as meetings and as individuals. However, actual fundraising solicitations need to be coordinated with the appropriate staff. No structure may fundraise on behalf of the yearly meeting or for any structure, substructure, program or particular cause in the yearly meeting without explicit permission from the Administrative Council.

Communications

Outbound Communication

News: Sprints may publish stories through all standard PYM communications channels. The channels and the process for submitting content to them are kept current in the Electronic Appendix.

PYM Calendar: Any scheduled Sprint events may, and should be, published on the calendar on the PYM website. It is the responsibility of the Thread to submit the information to be posted. Submission practices are kept current in the Electronic Appendix.

Website: Sprints may be provided space on the PYM website. The details are to be worked out with communications staff, the Sprint and the Quaker Life Council.

Print Materials: Sprints may develop print publications such as flyers for sharing publicly. Print materials need to conform to the PYM visual identity guide and style guide and be reviewed and approved by communications staff. Print communications that do not follow the style guide of PYM may not be distributed. Sprints may work with staff to professionally design brochures, flyers, and publications. Extraordinary requests might require additional budget approval. Sprints need to keep in mind that there is not a Sprint budget for design, copying, printing or mailing and financial support. Those items are under the authority of the Quaker Life Council. Guidelines and procedures for print items will be available in the Electronic Appendix.

Contact Information: Sprints are not given direct access to contact information of Friends in the yearly meeting. All direct communications to broad PYM audiences are managed through the PYM office and its channels.

Communication Restrictions

Sprints don't have the authority to communicate outside of standard PYM communications channels without approval from the Quaker Life or Administrative Councils (which will collaborate with staff).

Sensitive or personal identification information may not be stored in the cloud without approval of the Communications Staff.

All communications that are published in any way through PYM:

- May be reviewed and edited by the PYM Communications staff. See the editing process in the Electronic Appendix online for more information.
- Must conform to the PYM style guide for graphics and copy.

Logistics Support:

The following logistical supports are available to sprints within defined parameters. Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website:

- meeting space for meetings at Friends Center or Arch Street during open hours, as available;
- conference or Zoom calls.

The following may be requested with *prior* approval from a council or the substructure which has care for the sprint within the parameters of the resources available to that substructure. Sprints need to request confirmation of the use of these provisional logistics resources from the appropriate staff person *prior* to expecting their availability:

- meeting space for events at Friends Center or Arch Street
- development of simple online registration forms
- flyer design
- receiving and distributing money
- editing
- arrangement of and payment for childcare
- printing and copying

Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website.

The following are not available to support sprints:

- reimbursing expenses
- setting up or managing preparation or follow-up for meetings of sprint members
- developing agendas
- communicating with members of the sprint
- recording minutes or writing news or other documents
- Programmatic support, such as designing programs, staffing programs, developing or finding content or speakers

Governance Access:

Sprints do not have access to the governance structure or leadership of the yearly meeting. Their sponsoring structure may have access and if so, the sponsoring structure may choose to go through its process for access to governance agendas on behalf of the Sprint.

Quaker/PYM identity:

Sprints may not represent themselves externally as representatives of PYM or Quakerism, as they are an internal means of getting our work done.

SPRINT PARTICIPANT ROLE DESCRIPTION**Summary**

Sprint participants each bring a skill or experience to the table that is needed in order for the task to succeed.

Key Responsibilities

1. Participants must be willing to participate in a series of conference calls/video chats or in-person meetings over a period of time extending no longer than 6 months.
2. Each participant is expected to actively help move the project forward at meetings and between meetings.
3. There is usually a convener, clerk, or team leader who calls meetings and clerks meetings.

COMMITTEES

OVERVIEW

Committees provide ongoing attention and expertise to help keep us moving along in key areas. Committee members are appointed and supervised by the councils. They support work and activities that are required year after year, and which are difficult for the councils to manage alone. Committees report to their councils. Committees are in the care of councils. Staff contact for a committee, when necessary, will be assigned on a case-by-case basis by the council and an Associate Secretary or the General Secretary.

FORMATION AND LAYING DOWN

Committees are formed by either council at its discretion. When formed, the council enumerates the goals of the committee so its progress can be measured. Periodically, the councils will review the committees under their care to support them and to determine whether the goals of their work are being met and continue to be relevant.

Committee members are appointed by the councils, which may request help from Nominating Council in making these appointments if desired. A committee can be comprised of council members and anyone else the council appoints. It is expected that one council member will serve on each committee. Councils will appoint people who have the skills, experience, and/or gifts to do the work of the committee. Councils are encouraged to choose individuals who will approach the task with a diverse set of views and be sensitive to maintaining the yearly meeting as a safe place for all. They are particularly encouraged to choose from under-represented portions of our community with respect to geography, age and race. Terms for committee members are 1 year with a maximum of 6 cycles allowed (for a total of 6 years).

Periodically the councils will review the committees under their care to determine whether the goals of that work are being met and continue to be necessary.

HOW FRIENDS GET INVOLVED

Committee members are appointed by the councils, which may request help from Nominating Council in making these appointments if desired.

SCOPE: AUTHORITY, RESPONSIBILITIES AND ACCOUNTABILITY

The council that forms a committee shall give it distinct and clear charge as is appropriate for its work. The council will delineate clearly what the committee can do without the council's additional permission. As an arm of the council, all work completed by the committees must be within the approved expectations of the councils. If, in the course of a committee's work, it finds it wants or needs to go in a new direction, a committee is welcome to explore possibilities but must gain approval from the council for expansion of its authority before acting or making decisions outside its defined scope. The council should provide clear goals and give the committee the latitude to develop goals effectively.

Committees will hold accountable any subcommittees, sprints, or other substructures in their care, ensuring that they are meeting their responsibilities and functioning at their best. Committees may lay down subcommittees, sprints, or other substructures in their care.

The committees are held accountable for their work by the council responsible for their healthy functioning. The committees will maintain a strong line of communication with its council. This will be

accomplished in two ways. First, the clerk of the committee will be responsible for reporting to council from time to time or as necessary and for ensuring that the council knows its general status and state. Second, as there will generally be at least one member of the council on the committee, the council member may help communicate the work of the committee to the council as needed. The councils provide care, support, and direction as needed. They may ask individuals to step off committees and they may lay down the full committee.

RSOURCES AVAILABLE

It is not typical for committees to do work that needs funding. If it is deemed necessary and the funding is available, the council may choose to provide a budget to the committee. The process for provision of a budget is the responsibility of the council.

All committee spending is approved and reviewed by its council.

Within the Quaker Life and Administrative Councils' budgets there is limited funding available to support childcare for events and meetings and to support mileage, toll, and parking reimbursement for Friends involved in the council and the council's substructures. This funding is meant to help make participation in the yearly meeting accessible and is not available to everyone or for every meeting or event; Committees must speak with their Council about availability of the funding. Prior approval by the Council and strict adherence to the request procedures are required for reimbursement. Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website.

Fundraising: Everyone involved in Philadelphia Yearly Meeting is asked to be part of our culture of giving. Friends involved in committees are asked to be cheerleaders and encourage others to make contributions generously as meetings and as individuals. However, actual fundraising solicitations need to be coordinated with the appropriate staff. No structure may fundraise on behalf of the yearly meeting or for any structure, substructure, program or particular cause in the yearly meeting without explicit permission from the Administrative Council.

Communications:

Decisions about the scope of a Committee's ability to produce and distribute communications will be determined by their councils.

Outbound Communication

News: With approval from the council, committees may publish stories through all standard PYM communications channels. The channels and the process for submitting content to them are kept current in the Electronic Appendix.

PYM Calendar: Any scheduled Committee events produced by committees may, and should, be published on the calendar on the PYM website. It is the responsibility of the committee to submit the information to be posted. Submission practices are kept current in the Electronic Appendix.

Print Materials: With approval and within the scope of their charge, committees may develop print publications such as flyers for sharing publicly. Print materials need to conform to the PYM visual identity guide and style guide and be reviewed and approved by the sponsoring structure and the communications staff. Print communications that do not follow the style guide of PYM may not be distributed. Committees may work with staff to professionally design brochures, flyers, and publications. Extraordinary requests might require additional budget approval. Committees need to keep in mind that

there is not a committee budget for design, copying, printing or mailing and financial support for such things is in the authority of the appropriate council. The visual identity and style guides and procedures are kept current in the Electronic Appendix.

Social Media: With approval from their council, committees may set up and use their own social media accounts, but must follow communications guidelines.

Contact Information: Committees are not given direct access to contact information of Friends in the yearly meeting. All direct communications to broad PYM audiences are managed through the PYM office and its channels.

Committees may not create independent websites or sign up for any third-party apps.

Sensitive or personal identification information may not be stored in the cloud without approval of the communications staff.

All communications that are published in any way through PYM:

- May be reviewed and edited by the PYM Communications staff. See the editing process in the Electronic Appendix online for more information.
- Must conform to the PYM style guide for graphics and copy.

Logistics Support:

The following logistical supports are available to committees within defined parameters. Details and processes for accessing the support may be found in the Electronic Appendix on the PYM website:

- meeting space for meetings at Friends Center or Arch Street during open hours, as available
- arrangement of conference or Zoom calls
- development of simple online registration forms
- flyer design

The following logistical supports may be requested with **prior** approval from the Council which needs to have come to an agreement with the appropriate staff person for the following logistical supports:

- meeting space for at Friends Center or Arch Street
- arrangement of and payment for childcare
- receiving and distributing money (for event registration fees for example)
- printing and copying
- travel reimbursement
- preparing labels for mailing
- stuffing and addressing mailings
- editing documents
- reimbursing expenses

The following are logistics **not** available to support committees:

- setting up or managing preparation or follow-up for meetings of committee members
- developing agendas
- arranging communications among committee members
- recording minutes or writing news or other documents

Program Support

The needs for supporting programming will vary by committee and will not be typical. When it is within the charge of a committee to develop a program, the clerk or other designated person will contact the Associate Secretary for Program & Religious Life to explore appropriate and available supports.

Typically these services are not available from staff: Designing programs, staffing programs, developing or finding content or speakers.

Governance Access:

If a committee would like to request time on the agenda of a council, or at annual or continuing sessions, the leaders of the committee should make their request through the clerk of the council or his/her delegate.

The committee's council has responsibility for its committee and is responsible for seasoning concerns and identifying the appropriate person, entity, or session in which the concern will be heard.

Quaker/PYM identity:

Committees may represent themselves in the context of their role as part of Philadelphia Yearly meeting to Friends, but they are not permitted to state positions or opinions on behalf of the yearly meeting to external or internal people or institutions as being the yearly meeting's position.

COMMITTEE PARTICIPANT ROLE DESCRIPTION**Summary**

All committee members will possess skills, experience, and/or spiritual gifts necessary to achieve the committee's specific tasks, goals, and outcomes. They will work collaboratively to do significant and necessary work for PYM.

Key Responsibilities

1. The council that created the committee will clarify the primary responsibilities of the committee.
2. Committee members will work to sustain what the council has assigned them in a timely and responsible manner.
3. Committee members shall report back to the council with results of their work, and uphold the needs of the whole yearly meeting in all that they do.
4. Committee members are appointed for a one year term. Shorter terms may be defined by the council for each committee individually. Members appointments may be renewed a maximum of six times.

BRIDGE CONTACTS – UNDER CONSTRUCTION

SKILLS AND GIFTS RESERVOIR – UNDER CONSTRUCTION

APPOINTED REPRESENTATIVES

OVERVIEW

Our yearly meeting maintains relationships with other Quaker and religious organizations and with affiliated organizations, through naming representatives to their governing bodies. The representatives serve a dual purpose by bringing the perspective, experience, needs, and wisdom of our yearly meeting to the organization they are appointed to and, in turn, bringing the work of that organization into the life of our yearly meeting.

FORMATION AND LAYING DOWN

The Nominating Council is responsible for maintaining knowledge of the requirements and expectations for each of the bodies to which it appoints representatives, and it names Friends with the relevant gifts and experience to them. Appointments are approved by the yearly meeting in session. Nominating Council may also ask a Friend to discontinue service as a representative.

SCOPE: AUTHORITY, RESPONSIBILITIES AND ACCOUNTABILITY

Appointed representatives' roles vary depending on the organization they are appointed to. They fulfill the expectations of that organization while representing the wisdom, experience, needs, and callings of our yearly meeting to the organization.

Appointed representatives report, when called to do so, by the Quaker Life Council or the presiding clerk.

RESOURCES AVAILABLE

Communications:

All communications published through PYM:

- may be reviewed and edited by the PYM communications staff (see the editing process in the Electronic Appendix online for more information);
- must conform to the PYM style guide for graphics and copy.

Appointed representatives may not set up their own social media accounts or create independent websites. Sensitive or personal identification information may not be stored in the cloud without approval of the communications staff. They are not given direct access to contact information of Friends in the yearly meeting. All direct communications to broad PYM audiences are managed through the PYM office and channels.

Logistics Support:

The following logistical supports are available to appointed representatives within defined parameters:

- meeting space for meetings at Friends Center or Arch Street during open hours, as available
- arrangement of conference calls

The following logistical supports may be requested with *prior* approval from the Quaker Life Council,

which needs to have come to an agreement with the appropriate staff person for the following logistical supports:

- meeting space for events at Friends Center or Arch Street
- preparing labels for mailing
- editing documents
- reimbursing expenses

Details and processes for accessing support are found in the Electronic Appendix on the PYM website.

The following are logistics not available to support Appointed Representatives:

- stuffing and addressing mailings
- receiving and distributing money (for event registration fees for example)
- development of simple online registration forms
- printing and copying
- flyer design
- arrangement of and payment for childcare
- setting up meetings
- developing agendas
- arranging communications among committee members
- recording minutes or writing news or other documents

Program Support

Staff support for developing programs is not available to appointed representatives.

Governance Access:

Appointed representatives may be asked by the presiding clerk to present at annual sessions. Requests to present should be made to the clerk.

Quaker/PYM identity:

Appointed Representatives obviously can represent Philadelphia Yearly Meeting to the organizations they are appointed to. They may not make statements to the public on behalf of the yearly meeting.

APPOINTED REPRESENTATIVE PARTICIPANT ROLE DESCRIPTION

Summary

Appointed Representatives' roles will vary depending on the needs and expectations of the organization to which they are appointed. In all cases, however, the representatives both reflect our yearly meeting to the organizations and reflect the organization back to our yearly meeting.

Key Responsibilities

1. Meet the expectations of the organization to which the representative is appointed.
2. Stay informed about PYM matters and understand the scope of activity and work of the Yearly meeting community.
3. Attend Annual sessions and Continuing Sessions as frequently as possible
4. Report to the clerk or another governance structure named by the clerk on an annual basis.

LEADERSHIP ROLES

THE MEMBERSHIP

The membership of the yearly meeting has the highest authority.

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 Council, representatives to outside groups, the PYM clerks, other officers, and the 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 Council, or revising the governance structure of Philadelphia Yearly Meeting.

These responsibilities are carried out throughout the year and when the yearly meeting is in session at Annual sessions and Continuing Sessions.

PRESIDING CLERK

- The Presiding Clerk is invited to serve a two-year, non-renewable term.
- The Presiding Clerk should be available during the year following conclusion of their term to serve as an Alternate Clerk in exigent circumstances when the Presiding Clerk and Rising Clerk are unable.
- No Clerk should serve an additional term unless (a) there is no Rising Clerk in office to succeed to the position, and (b) the Nominating Council has been unable to identify a qualified individual both able and willing to serve.

Qualifications:

- An active, deep, experiential understanding of Quaker faith and practice, and a commitment to Friends' decision-making process.
- Experience as Clerk of Monthly Meeting (preferred) or Clerk of Quarterly Meeting / other significant Quaker organization.
- Recognized leadership and the ability to command the respect of the Body.
- Broad historical perspective of PYM and an understanding of the issues which confront it.
- Experience with conflict resolution (either in a prior clerking experience or otherwise) and the ability to mediate conflict publicly and privately.
- Excellent communication and organizational skills.

- Wide contacts throughout the membership.
- Familiarity with the servant leader approach to leadership.
- When Nominating Council identifies a potential candidate not yet prepared for service, the Council should enter into a process lifting up the individual's gifts, acknowledging areas where supplemental development / more experience would be helpful. Sharing these candidates and their developmental needs with the Governance Clerking Team will promote opportunities for the nurture, learning, and development of the candidate.
- When Nominating Council identifies a potential candidate who is prepared for the service but is currently unable to serve, an on-going conversation should continue at regular intervals providing opportunity for the individual to rise when able.

Responsibilities:

The Presiding Clerk's primary responsibility is to be present, modeling spiritual grounding and discernment, joining with those gathered to remain in worship with an attention to business and clerk accordingly.

Additionally, the Presiding Clerk will:

- Embrace Faith and Practice and bring the document to living practice within the Yearly Meeting.
- Be informed and knowledgeable about concerns before and the work of the governing councils, large Sprints and Threads, and other large groups within PYM, and the Body. The Presiding Clerk is not expected to regularly attend meetings of these groups, but will regularly receive, and will be expected to review, the minutes of meetings of these bodies.
- Meet regularly with the Governance Clerking Team to promote communication and coordination, and to identify the needs for support / involvement as the occasion arises.
- Lift up the purpose and mission of the Philadelphia Yearly Meeting to its members.
- Serve as the primary clerk for Annual and Continuing Sessions with the support of the Rising Clerk.
- Work collaboratively with the Sessions Planning Committee and staff to develop an agenda and high-level approach to Annual and Continuing Sessions. The Presiding Clerk will not be expected to have any involvement in the logistical detail necessarily associated with the planning of these events.
- Meet with the Session Coordinating Committee, Governance Clerking Team, staff, and a representative from the Elders to prepare for Sessions, understand content of reports, anticipate concerns which may rise from the Body, and the sense of the overall condition of the Yearly Meeting.
- Provide support and be a strategic thought partner to the General Secretary, recognizing the daily operation of PYM is the responsibility of the General Secretary. It is strongly recommended that the Presiding Clerk and the General Secretary meet on a scheduled, periodic basis (e.g.: biweekly).
- Participate in the annual performance review of the General Secretary.
- When needed, the Presiding Clerk will assist with providing orientation and support for a newly hired General Secretary.
- Although the General Secretary is the presumptive public spokesperson for PYM, in times of crisis, the Presiding Clerk may be called upon to facilitate, support, or provide public comment on behalf of the General Secretary and /or PYM. Otherwise, it is expected the Presiding Clerk will provide communication internally focused to the Body while the General Secretary will serve as public representative and spokesperson for PYM.
- Call special sessions of the Yearly Meeting, if needed.

Workload:

- Duties of the Presiding Clerk should be manageable within twelve hours per month, plus full-time engagement during Annual and Continuing Sessions.

- The Presiding Clerk may elect to share or delegate duties with the Rising Clerk on a routine or ad hoc basis.

RISING CLERK

- The Rising Clerk is invited to serve a two-year, non-renewable term.
- The Rising Clerk should succeed the Presiding Clerk.

Qualifications are the same as those listed for the Presiding Clerk.

Responsibilities are similar to those listed for the Presiding Clerk.

Workload:

- Duties of the Rising Clerk should be manageable within six hours per month, plus full-time engagement during Annual and Continuing Sessions.
- The duties of the Rising Clerk shall be refined by the Presiding Clerk, and may include serving as liaison to one or more of the Councils, Clerking, coordinating with the Elders, etc.

ORIENTATION TO THE POSITIONS, PRESIDING AND RISING CLERKS

Nominating Council has the responsibility to develop a consistent, formal orientation for the positions of Presiding and Rising Clerk. Nominating Council should consider providing an orientation to the positions, as well as education from the General Secretary and Senior Staff necessary to inform the Clerks to current conditions of PYM. Also, expectations about timing and content of communications among the Presiding Clerk, Rising Clerk, Clerks of the councils, General Secretary, Treasurer, and Elders should be clarified and documented during this process.

SUPPORT AND ACCOUNTABILITY, PRESIDING AND RISING CLERKS

- The Presiding Clerk should establish a Spiritual Care Committee to hold and nurture the Clerk's gifts and service to the work of God's continuing transformation. This committee should provide sustained spiritual and practical support, loving guidance, and accountability for the Clerk. This committee should work in tandem with the Elders providing spiritual grounding and support for the Body in Annual and Continuing Sessions. Thus, a representative of the Elders should serve as a link to this committee to coordinate support and understanding.
- The Spiritual Care Committee, along with the Governance Clerking Team should assist the Rising and Presiding Clerks to discern the design, strategy, and priorities of their efforts in preparation for Sessions. This is especially important to help curtail over-work and ensure manageable roles. Together, they should process and evaluate each Yearly Meeting session for lessons that would benefit the clerking of future sessions.
- Elders should provide support to the Clerks and spiritual guidance for the Body during Annual and Continuing Sessions. Elders also serve as a resource to the PYM community between Sessions. The Presiding Clerk should have a formally established means and medium for support from the Elders.
- PYM Staff should give priority to addressing both the logistical support requirements of the Rising and Presiding Clerks and any special support that may be required for any individual serving in these positions.
- The Presiding Clerk will be regularly informed by and act in partnership with the Governance Clerking Team. Should the Presiding Clerk wish, members of the Governance Clerking Team may be asked to sit at the Clerk's table during Annual and Continuing Sessions.
- Should the Presiding Clerk and/or the Rising Clerk identify a need for additional support, the concern should be brought before the Governance Clerking Team for resolution.

ALTERNATE CLERK

At the conclusion of the terms of those serving as Alternate Clerk in the year 2020, this role is superseded with a revised description. Below find the revised and superseded role, qualifications and responsibilities.

Role:

Revised role: The Alternate Clerk is the most recent, former Presiding Clerk available for one year following the completion of their term as Presiding Clerk in cases when the current Presiding Clerk and Rising Clerk are unable to serve. It is expected that the Alternate Clerk will be “on call” as it were, serving only by request.

Superseded role: Two alternate clerks are appointed to serve through annual sessions, though the term ends on June 30. The alternate clerks are invited to serve a two-year term, renewable for an additional two years. The Alternate clerks assist the clerk as needed to spread the workload, and give persons experience in a leadership role.

Qualifications:

Revised qualification: The Alternate Clerk must be a former Presiding Clerk, and therefore qualifications are the same as those for the Presiding Clerk.

Superseded qualification: The alternate clerk(s) should have qualifications similar to those of the presiding clerk and be prepared to substitute for the clerk when called upon to do so.

Responsibilities:

Revised Responsibilities:

- Attends any meetings by request of the current Presiding Clerk, Rising Clerk, or council.
- Attends any annual or continuing session to sit at the clerk’s table and therefore to preside, by request of the current Presiding Clerk, Rising Clerk, or council.
- May substitute for the Presiding clerk or the Rising Clerk in an on-going way if this is required. If so, it is expected that the Alternate Clerk will develop a plan in conjunction with the Presiding Clerk, Rising Clerk and/or councils for performing ongoing duties and the timeframe within which they will be carried out.

Superseded Responsibilities:

- *Attends all sessions of annual and continuing sessions, sitting at the clerk's table, and presiding occasionally;*
- *Substitutes for clerk as necessary;*
- *Attends meetings called by the clerk, attends council meetings when asked by the clerk and other committees as may be suitable;*
- *Receives minutes of meetings from annual and continuing sessions and the councils;*
- *At the clerk's initiative, works out an appropriate sharing of responsibilities after appointment. These might include meeting up to twice a year with the clerks of the quarterly meetings.*

RECORDING CLERK(S)

Recording clerks are appointed to serve through annual sessions, though the term officially ends on June 30. Recording clerks are invited to serve a two-year term, renewable for an additional two years. Four recording clerks will be appointed in order to share the workload of recording at all sessions of yearly meeting and give more Friends experience.

Responsibilities:

- Records minutes for annual and continuing sessions;
- Reads back final minutes for approval at the end of each session;
- Ensures minutes are available by the end of the day for use by the body's continuing discernment;
- Ensures that minutes are available for distribution prior to the following gathering of the yearly meeting in session.

Skills:

Recording clerks are required to have the following abilities:

- good hearing;
- can write concisely and under time pressure;
- can discern the intention of the session so the minutes reflect the spirit and the unity of the meeting rather than documenting everything expressed;
- are willing to interact with the body of the meeting in editing proposed minutes while the clerk seeks unity;
- have facility with word processing.

TREASURER

PYM Treasurer's Job Description was approved by the Administrative Council on January 16, 2016.

PYM's bylaws name the treasurer as one of the officers of the yearly meeting. The position of treasurer is required by the Commonwealth of Pennsylvania Nonprofit Corporation Law of 1988, as amended, 15 Pa. C.S.A. §§ 5101-6162 (Nonprofit Law). The treasurer is invited by Nominating Council to serve a three-year term, up to a maximum of two consecutive terms, and the appointment is approved by Annual Sessions or Continuing Sessions. Terms run through the fiscal year, September 30. The treasurer serves ex-officio on the Administrative Council and the Quaker Life Council.

Responsibilities:

1. Maintain a broad knowledge of PYM and a commitment to its purpose and mission.
2. Work with the General Secretary and PYM's Associate Secretary of Business & Finance to ensure that appropriate financial reports are available on a timely basis.
3. Clerk the Administrative Council's finance committee and ensure that it achieves its annual goals and objectives
4. Ensure that the finance committee's annual agenda covers its oversight responsibilities for PYM's budgets. (restricted and unrestricted), audit, investments, development, insurance and the maintenance of internal controls.
5. Manage, with the finance committee, the Administrative Council's review of its financial responsibilities and related actions.
6. Oversee the development of and monitor compliance with financial objectives and policies.
7. Develop financial literacy among the members of the Administrative Council.
8. Facilitate strategic thinking within the Administrative Council on PYM's long and short-term financial health and vitality.
9. Foster the wider yearly meeting's engagement with PYM's financial health. The treasurer has the right and duty to bring financial issues to the yearly meeting's attention, as necessary.
10. Attend all Administrative Council meetings.
11. Attend Quaker Life Council meetings as needed.
12. Report on PYM's financial condition to Annual Sessions.
13. Oversee the annual budget, approve it for distribution to the monthly meetings and present the final draft of the annual budget to Annual Sessions for approval.
14. Review the final draft audit, attend the meeting of the audit committee where the annual audit is presented, ensure its posting on the website, and report on it to Continuing Sessions or Annual Sessions.

Skills:

This is a leadership role requiring strong communications skills and the ability to work effectively with people. Clerking experience and experience as an active monthly meeting member are highly desirable. The role requires business skills and a thorough understanding of financial accounting for nonprofit organizations. Previous accounting and/or finance experience in a management capacity is an asset to this role, as is management experience in a business or nonprofit organization.

ASSISTANT TREASURER

PYM Assistant Treasurer's Job Description was approved by Finance Committee, September 2016.

PYM's bylaws name the treasurer as one of the officers of the yearly meeting. The position of treasurer is required by the Commonwealth of Pennsylvania Nonprofit Corporation Law of 1988, as amended, 15 Pa. C.S.A. §§ 5101-6162 (Nonprofit Law). PYM names an assistant treasurer to support the treasurer in any ways that make the treasurer's work more responsive and efficient and to serve as the treasurer's alternate, as needed.

The assistant treasurer is invited by Nominating Council to serve a three-year term, up to a maximum of two consecutive terms, and the appointment is approved by Annual Sessions or Continuing Sessions. Terms run through the fiscal year, September 30. The assistant treasurer serves ex-officio on the Administrative Council and the Quaker Life Council.

Responsibilities:

1. Maintain a broad knowledge of PYM and a commitment to its purpose and mission.
2. Thoroughly understand the finance committee's oversight responsibilities for PYM's budgets (restricted and unrestricted), audit, investments, development, insurance and the maintenance of internal controls, as well as the Administrative Council's financial responsibilities and tasks.
3. At the treasurer's request or in the treasurer's absence, clerk the Administrative Council's finance committee and move its business forward in light of its goals and objectives.
4. Work with the treasurer to:
 - Develop financial literacy among the members of the Administrative Council.
 - Facilitate strategic thinking within the Administrative Council on PYM's long and short-term financial health and vitality.
 - Foster the wider yearly meeting's engagement with PYM's financial health.
5. Attend Administrative Council meetings.
6. Attend Quaker Life Council meetings as needed.
7. In the treasurer's absence, make any reports to Annual or Continuing Sessions.
8. Participate fully in the annual budget process.
9. Participate fully in the work of the audit committee.

Skills:

This is a leadership role requiring strong communications skills and the ability to work effectively with people. Since the assistant treasurer may be asked to serve as an alternate for the treasurer or step into the treasurer's role at any time, he or she should demonstrate the same qualifications as the treasurer. Clerking experience and experience as an active monthly meeting member are highly desirable.

The assistant treasurer role requires business skills and a thorough understanding of financial accounting for nonprofit organizations. Previous accounting and/or finance experience in a management capacity is an asset to this role, as is management experience in a business or nonprofit organization.

CLERKS GROUP

The Clerks Group is comprised of the Clerks of the councils, PYM Treasurer, General Secretary, and the Presiding Clerk. This team is intended for communication and coordination and has no additional authority beyond that assigned to each individual position.

The team should facilitate a greater understanding by its members of the concerns and condition of PYM and share this with the respective councils. It should provide a sounding board and support for both the Presiding Clerk and the General Secretary and enable lifting up of the most important and pressing issues facing PYM.

ELDER

Nine elders serve as individuals, not as members of a committee. However, they may meet occasionally to discuss ways of carrying out their duties more effectively. Elders are invited to serve for three years, and may be reconsidered for reappointment for up to two terms.

Qualifications: An elder carries a centeredness that helps individuals and assembled Friends to find and retain their grounding.

Responsibilities:

- Prayerfully hold yearly meeting and its participants in the Light for preparation of issues to be discussed, and for the integration of continuing revelation into a present sense of alignment with the Spirit.
- Assist the meeting to be mindful of what it has discerned and to be open to further leadings of the Spirit.
- Listen deeply to individuals who need nurturing about Friends' decision-making practices.
- May meet together as needed to improve their practices, and submit to the counsel and advices of yearly meeting in both Interim and annual sessions.

ANNUAL SESSIONS

FROM FAITH AND PRACTICE, edition printed 2018, pp 69-70:

Any fundamental decisions regarding the structure, programs, and witness of the yearly meeting are made by the yearly meeting in annual or continuing sessions. All members of its constituent Friends meetings are also members of the Philadelphia Yearly Meeting of the Religious Society of Friends. They are encouraged to attend the annual, continuing and other sessions of yearly meeting and participate in worship, fellowship and decision-making with other members of the yearly meeting. Yearly meeting is enhanced when as many members as possible attend sessions, since this assures a larger pool of wisdom and insight; such participation is also beneficial for the members and their Friends meetings.

Sessions of Philadelphia Yearly Meeting may change in format but always include worship, business sessions and fellowship. They offer opportunities to share information and concerns from individual members, constituent meetings, yearly meeting committees, and other Friends organizations. Epistles, or public letters, from other yearly meetings are read and a small group of those attending sessions prepares an epistle from Philadelphia Yearly Meeting that is approved before the close of the sessions and then sent “to all Friends everywhere.”

Some materials, including the yearly meeting budget proposal, are provided well in advance of annual sessions. Discussion of the budget is most valuable when it explores the spiritual and testimonial implications of budget decisions and elicits and weighs ideas that will influence future budgets. Minutes of concern or proposals to undertake action are generally seasoned in advance in a variety of ways. The yearly meeting may unite in support of a minute of concern or in a decision to undertake a specific action, thus endorsing the action on behalf of the entire yearly meeting. When a decision is made to undertake a specific action, a process is developed to ensure that the commitment is fulfilled. Friends receive information, insights, and concerns in a worshipful spirit that often evokes deeply felt responses and new understanding.

OVERVIEW:

Sessions are for everyone -- individuals and all kinds of families! Members and attenders of all ages from PYM monthly meetings are encouraged to participate. Members of other yearly meetings and other interested persons are also welcome and often join us.

In annual sessions we get to know ourselves as a whole community. We worship together, practice spirit-led discernment in Meetings for Business, recreate in age specific and multigenerational programs, and enjoy fellowship in quiet times. There are many opportunities to share witness from our meetings and the wider world. Friends may stay on campus full time, attend for just a day or two, or commute from home.

“As Spirit accompanied us in Meeting for Worship for Business, afternoon conversation groups, evening workshops and morning worship-sharing, Spirit was also present among those Friends who sat outside

the dining hall writing in journals, talking quietly, or walking around the campus. The cicadas sang throughout the morning and into the night while young Friends rode scooters, played dress-up, and listened to guitar music under the tents outside Taylor Hall. At night, children and their parents caught and released fireflies: a picture of our past, our presence, and our future.”

-- From the PYM Annual sessions Outgoing Epistle, 2013.

CONTINUING SESSIONS

In the Five Year Plan, we decided to include everyone, more often, in the decision making of the community and to bring all of us together in fellowship. The space to do that, minimally twice a year, is Continuing Sessions. Every Friend of every age from every meeting is encouraged to participate in these one-day sessions.

One session is expected to be at a location outside of Philadelphia and one is expected to be at our yearly meeting House at 4th and Arch Streets in Philadelphia. If there are more sessions their locations will be decided by the planners.

Continuing Sessions offers the time and space to:

- worship
- gather for meeting for worship with attention to business
- work corporately on leadings of the yearly meeting
- engage Friends in substructures of the yearly meeting
- have fun and know one another

LETTERS OF INTRODUCTION AND INTRODUCING MINIUTES

*A Review of Philadelphia Yearly Meeting Governance Processes for the use of the Yearly Meeting Community
Approved by the Quaker Life Council and the Administrative Council of Philadelphia Yearly Meeting,
December 2019.*

PURPOSE OF THIS REVIEW

The Faith and Practice book of Philadelphia Yearly Meeting (PYM) contains various guidelines regarding letters of introduction¹ and certain types of minutes. There are three types of minutes upon which we train our focus:

- Minutes of Concern²
- Minutes for Religious Service³
- Minutes of Travel for Religious Service⁴

Alongside Letters of Introduction, this document elaborates on the steps taken for each type at the yearly-meeting level.

WHY THE COUNCILS UNDERTOOK THIS REVIEW OF PYM PROCESSES

We draw a distinction between policy, procedure, and practice. Governance bodies, such as PYM's three councils, are generally responsible for drafting only policies. We allow procedures and practices to be developed by those entities under the care of our councils. However, the processes outlined in this document relate to issues at the core of the Quaker tradition. They were drafted and approved by our councils and therefore establish an exception to the general policy-only rule. They are written in the simplest of terms, and they refer to the wisdom of Faith and Practice whenever possible.

Additionally, we honor the traditional Quaker understanding that responsibility and authority to recognize, cultivate, and care for gifts, leadings, and ministries rest primarily with the local Quaker community. Occasionally, local Quaker community can mean something other than a monthly or quarterly meeting, such as a worship group or peace center.

ISSUING LETTERS OF INTRODUCTION

As stated in Faith and Practice, "Friends intending to travel benefit from obtaining a letter of introduction from their home meeting. Such letters usually state the fact of membership, give some account of the individual's participation and witness in the affairs of our religious society, and express such greetings as are deemed appropriate."⁵ The letter of introduction is usually written and signed by the clerk of the home monthly meeting and/or sometimes the home quarterly meeting.

¹ Philadelphia Yearly Meeting, *Faith and Practice*, (Philadelphia: Philadelphia Yearly Meeting, 2018), p 74.

² PYM Faith & Practice, 2018, p 246.

³ PYM Faith & Practice, 2018, pp 16,245.

⁴ PYM Faith & Practice, 2018, p 74.

⁵ Ibid

In cases when someone is traveling to represent Philadelphia Yearly Meeting as a whole, it may also be appropriate for a letter of introduction to be written for them by the clerk of Philadelphia Yearly Meeting. This would be especially pertinent when the individual is engaging in work or witness that is not under any minute of travel for religious service. One might imagine, for example, writing letters of introduction for those who represent PYM on the governance bodies of other Quaker organizations.

ADDRESSING MINUTES OF CONCERN

Minutes of concern are those statements approved in the course of the spiritual discernment of a body of Friends, such as a monthly meeting, that convey religious commitment regarding past or present issues in Quakerism or the larger society.

1. Typically, a minute of concern comes to the yearly meeting community through a quarterly meeting. On occasion a minute or concern may be submitted to the yearly meeting directly from a monthly meeting or worship group. Additionally, a group within PYM may submit a minute of concern directly such as a collaborative, a continuing care retirement community, a community of Quaker youth or young adults, etc.
2. The quarterly meeting clerk (or clerk of the group within PYM) brings the minute of concern to the yearly meeting community by submitting it to the Presiding Clerk of PYM, after the concern has followed the guidelines in PYM's Faith and Practice.⁶
3. The clerk of PYM will bring the minute to the PYM Governance Leadership (Council clerks, PYM clerk, General Secretary and Treasurer).
4. The Governance Leadership will direct the minute to Quaker Life Council, Administrative Council, or both.
5. The council(s) responsible for the minute will season the minute of concern and discern how the minute will be acted upon.
6. Transparency and timely feedback about the discernment process is important. Therefore, following initial discernment, a report of council decisions and actions shall be shared with/sent to the clerks of monthly and quarterly meetings including the content of the minute received and actions proposed at the yearly meeting level.
7. Friends then carry forward ministry of the concern with the guidance, support, and accountability of the monthly meeting, quarterly meeting and Philadelphia Yearly Meeting together.
8. A timeframe should be established for reporting about the work in ministry and continued discernment should happen regarding whether the calling for this work continues.

⁶ PYM Faith & Practice, 2018. See specifically pages 16 and 17 regarding individual and corporate discernment as well as 245 and 246 regarding minutes of concern.

ADDRESSING MINUTES FOR RELIGIOUS SERVICE

From time to time, a monthly meeting may seek to recognize the spiritual gifts, leading, and/or ministry of an individual in a minute for religious service. Regarding this, a Pacific Yearly Meeting Pamphlet⁷ and a Central Philadelphia Monthly Meeting Pamphlet⁸ are highly recommended supplemental readings. PYM's Faith and Practice also describes individual discernment as it may relate to religious service on pages 16 and 245 of the 2018 printed edition.⁹ Monthly meetings retain the authority and responsibility to recognize a gift, leading, and/or ministry and to minute this recognition as such. Usually the recognition is accompanied by support and accountability through clearness committees¹⁰ and spiritual care committees.¹¹ The monthly meeting may seek to have a minute for religious service recognized by a larger body of Friends, perhaps by the quarterly or yearly meeting.

In the event that a meeting seeks further recognition of a minute for religious service by PYM, the following process takes place:

1. The minute for religious service should first be forwarded to the quarterly meeting where the minute may be endorsed by the quarterly meeting.
2. The endorsed minute may then be forwarded to the Presiding Clerk of Philadelphia Yearly Meeting.
3. Typically, the PYM clerk is expected to forward the endorsed minute for religious service to the Quaker Life Council (QLC).
4. The Quaker Life Council reads the minute for religious service into the minutes of the relevant Quaker Life Council meeting.
5. The QLC then forwards the minute for religious service to the Presiding Clerk so it can also be read into the minutes of Continuing or Annual Sessions.
6. At both the Quaker Life Council meeting and Continuing or Annual Sessions, the minute for religious service is not endorsed, but received. The minute is received and not endorsed at the Philadelphia Yearly Meeting level because it is our practice to reserve endorsement and the accompanying responsibilities of care and accountability to the monthly and sometimes the quarterly meeting.
7. The clerks of the Quaker Life Council and of Philadelphia Yearly Meeting sign the minute with language that indicates the yearly meeting and Quaker Life Council received the minute and that it was read into the minutes of both bodies.
8. Individuals whose minutes for religious service have been received by the QLC and the yearly meeting in session will also be expected to submit a report on their work at a later date, set by the individual with the minute at the time that it is received. Such reports will also be read into the minutes of Quaker Life Council and of Continuing or Annual Sessions.
9. The process of receiving a minute, reviewing it by the Presiding Clerk and then by the Quaker Life Council is expected to be done in a timely manner. Likewise, when a minute is submitted for reception those submitting it must understand that the process takes time to proceed through the clerk's hands and the QLC agenda and may not be completed by the next time the yearly meeting gathers for Annual or Continuing Sessions.

⁷ Pacific Yearly Meeting. "pacificyearlymeeting.org." *Pacific Yearly Meeting*. 06/01/2009. 03/12/2019.

<http://www.pacificyearlymeeting.org/wordpress/wp-content/uploads/2010/09/MandLFaithfulnessInAction.pdf>

⁸ Central Philadelphia Monthly Meeting. "cpmm.org." *Central Philadelphia Monthly Meeting*. 03/1995. 03/12/2019.

<https://www.fgcquaker.org/cloud/central-philadelphia-monthly-meeting/resources/responding-calls-ministry>

⁹ PYM Faith & Practice, 2018, pp 16,245.

¹⁰ PYM Faith & Practice, 2018, pp 16, 240-242.

¹¹ PYM Faith & Practice, 2018, pp 243-245.

PROCEDURE FOR RECOGNING MINISTRY THAT IS ASSOCIATED WITH A PROFESSION

On occasion, Philadelphia Yearly Meeting will receive requests to forward documentation that indicates a person is recognized by Friends to serve in a profession associated with their ministry. Usually, in instances such as these, the calling is to become a chaplain, pastoral counselor, CPE supervisor, etc., but the calling can be many other things as well, depending on the needs of the person and the minute for religious service that their monthly meeting passed in spiritual care and accountability.

If a member of a PYM monthly meeting is under the care of this meeting in pursuit of a professional calling and would like Philadelphia Yearly Meeting to provide documentation of whatever type (within reason) to demonstrate to an external organization or a government the veracity of this person's calling to do the professional work, the following process will be followed:

1. The person should first seek for their monthly or quarterly meeting to provide the required information to the relevant professional association.
2. In the event that the monthly or quarterly meeting is not equipped to provide the documentation, then PYM staff can facilitate it. Individuals must allow for at least 15 business days for PYM staff to gather the appropriate documentation and send it in the required ways. We cannot guarantee meeting the deadline of any request submitted within fewer than 15 business days, and we highly encourage Friends to give as much time as possible. Contact the PYM Associate Secretary for Program and Religious Life.
3. Before the 15-day window begins, the person must be able to show a minute of support, care or endorsement (if applicable) from their monthly meeting, and the clerk of their monthly meeting must communicate via email or phone to PYM staff their assurance that the person remains in good standing with the meeting community.
4. The person must provide to PYM staff detailed instructions regarding the forms that need to be completed, the supporting material required, and the proper contact information to forward the material.
5. In rare cases, due to legal, ethical or operational reasons, we will not release documents to external organizations or governments, and we therefore reserve the right to decline any requests. In the event of a declination, staff will notify the individual making the request

Philadelphia Yearly Meeting does not certify the professional credentials, training, or qualifications for holding any professional position or for participating in any professional field. We are merely occasionally asked to confirm to external organizations and governments that a person is a member of our Faith community in good standing and under the spiritual care and accountability of their monthly meeting in the pursuit of a particular leading, which happens to be professional in nature.

ADDRESSING MINUTES OF TRAVEL FOR RELIGIOUS SERVICE

Minutes of travel for religious service are those minutes setting out recognition of a gift, leading, or ministry that an individual intentionally shares with other Quaker and/or non-Quaker communities. The monthly, and sometimes quarterly, meeting remains the sole body with responsibility for the clearness and care of traveling religious service. Especially if the travel extends beyond the geography of Philadelphia Yearly Meeting, the monthly meeting or quarterly meeting may ask for further endorsement from PYM.

1. A minute of travel for religious service begins in the monthly meeting, following what is described in PYM's Faith and Practice.¹²
2. The relevant Quarterly Meeting is expected to endorse a minute of travel for religious service before it is submitted to Philadelphia Yearly Meeting.
3. If the travel may extend beyond Philadelphia Yearly meeting, the minute of travel for religious service is forwarded by the quarter to the PYM Presiding Clerk.
4. The PYM clerk forwards the minute to the Quaker Life Council.
5. If the Quaker Life Council observes that the traveling ministry also requires additional seasoning before it can be endorsed, which would be an atypical observation, then the council may constitute a Gifts and Leadings Sprint made of approximately three people. This sprint would meet with relevant parties, season the minute of travel, and bring back a recommendation to the Quaker Life Council.
6. The Quaker Life Council is expected to endorse the minute. Thereafter, the Council forwards it to the PYM Presiding Clerk for endorsement at yearly meeting in session.
7. The minute of travel for religious service is read into the minutes of Quaker Life Council and of Continuing or Annual Sessions.
8. The minute is also signed by the clerks of the Quaker Life Council and of Philadelphia Yearly Meeting, indicating that it was endorsed and that it was read into the minutes of both bodies.
9. Individuals whose minutes of travel for religious service have been endorsed by QLC and the yearly meeting in session will also be expected to submit a report on their work at a later date set by the individual with the minute at the time that it is received. Such reports will also be read into the minutes of Quaker Life Council and of Continuing or Annual Sessions.
10. The process of receiving a minute, reviewing it by the PYM Presiding Clerk and then by the Quaker Life Council is expected to be done in a timely manner. Likewise, when a minute is submitted for reception those submitting it must understand that the process takes time to proceed through the clerk's hands and the QLC agenda and may not be completed by the next time the yearly meeting gathers for annual or continuing sessions.

¹² PYM Faith & Practice, 2018, pp74-75.