

## **General Services Coordinating Committee MINUTES**

12 November 2016 at NYYM Fall Sessions, White Plains, NY

Present: Callie Janoff, Lisa Gasstrom, John Cooley, Karen Way, Linda Houser, Mark Hewitt, Barbara Menzel, Jerry Leaphart, James Schultz, Matt Scanlon, Mary Williams, Lucinda Antrim, Bridget Bower, Christopher Sammond

Excused: Tim Johnson, Paula McClure, Melanie-Claire Mallison

Friends introduced themselves.

### **1. Treasurer's report**

Budget update. The 2017 budget was adopted NYYM Fall Session meeting earlier today.

**2. Financial Services committee.** Financial Services is discussing the volume of individual funds that are maintained by the Yearly Meeting. A warning was also shared, noting that within 3 years (2019), grants expiring will result in reduced income from that source of about \$60,000 per year.

### **3. ARCH Grant application approval**

We approve the General Services aspects of the ARCH grant application to Friends Foundation for the Aging. This includes \$74,000 renewal for the ARCH operating expenses in 2017 and a one-time Business/Development Consultation grant of \$10,000. The proposal was previously circulated to GSCC.

### **4. Emily Provance's grant application to Duke Divinity School's Leadership Education Program**

The following minute (previously circulated) is approved by GSCC:

*General Services reviewed the background for this proposal and noted that it is the final step of a Leadership Education program at Duke Divinity School. As part of the program, participants work with their denominations to try something new. This project is designed to try a mix of getting more Friends into using social media and to work on being "outside the lines" of our usual practices.*

*General Services Coordinating Committee (GSCC) approves NYYM providing administrative support of the "Quaker Outside the Lines" project of Emily Provance, which is sponsored by a Duke Divinity School grant in the last phase of her participation in the Foundations of Christian Leadership Program. Emily has received financial support from Monthly, Quarterly and Yearly Meeting sources during the first phases of the program in 2016. The project grant is expected to be \$5,000 and would be received and managed during calendar 2017, as described in Emily's summary.*

*The short-term innovative projects that Emily's grant project is designed to stimulate might in some instances expose NYYM to liability similar to that which would be experienced in a NYYM youth weekend program or a co-sponsored community gathering. Emily, with the help of her support group, liaison with Ministry Coordinating Committee (MCC) and/or NYYM Trustee Keith Johnson, will examine project proposals that she approves, with respect to the need for an insurance rider from NYYM's liability insurance carrier, and will submit to the NYYM Associate Secretary or designee the required information in time for the rider to be obtained.*

*GSCC approves NYYM receiving the grant as a single payment. Disbursement of money from the grant will be done by the NYYM treasurer, based on vouchers approved by Emily Provance and by the MCC clerk or designee. MCC is asked to establish a small working group or other means of liaison between Emily and MCC.*

*If and when the \$5,000 grant is received, the NYYM Treasurer is requested to account for how it is used within the guidelines of the grant and Emily's protocols. No additional donations or other income will be added to the fund. NYYM is entitled to a 10% administrative fee at its own discretion. If the funds have not been entirely disbursed by the end of the program, any remaining balance will be returned to the grantor (Duke Divinity School) in accord with terms of the grant.*

#### **5. Report from Ad Hoc Committee on Staff Structure**

The report is for seasoning, not a list for approval. Recommendations for action include development of the job description, establishing or assigning a committee for recruitment and search, and beginning public announcements of the open position. Friends expressed their concerns, demonstrating the tensions noted in the report. **GSCC received the report, which is attached.**

#### **6. Audit Committee report**

Tim Johnson submitted a report on behalf of Audit Committee. It summarizes the current state of the 2014 audit and outlines recommended changes to our procedures. **The full report is attached.** John reported that the Clerk of GSCC and the clerk of the trustees will sign the official Management Representation Letter to the auditor, in order to complete the 2014 audit process.

Friends received the report.

**7. Development Committee.** Jerry Leaphart reported on the work of the Development Committee; they have raised \$2400 in the fall fundraiser. They are currently engaged in two fundraising opportunities, baseball caps for a donation and seeking to have Friends sign up for recurring online donations. The Annual Appeal for 2016 is currently at about \$35k of the \$45k goal.

January Coordinating Committee weekend will be at Powell House Friday night and Saturday, January 27-28, with Sessions Committee meeting afterward.

John noted that he is aware that some of the General Services committees have needs for additional people or more help and attention.

The meeting closed with a period of worship.

John Cooley, clerk

Bridget Bower, acting recording clerk.

**Attached Reports:**

Ad Hoc Committee on Staff Structure (3 pages)

Audit Committee (1 page)

## **Report from the Ad Hoc Committee on Staff Structure**

**11/12/16**

### Background:

The ad hoc committee on staff structure was created by the General Services Coordinating Committee in response to the resignation of our General Secretary announced for summer of 2017. The committee is charged with looking at the current staff structure and making recommendations as to possible changes. The recommendations will inform our search for a new General Secretary. Members of the committee are: John Cooley, Lisa Gasstrom, Deb Wood, and Mike Clark, with Karen Way and Barbara Menzel serving as co-clerks.

### Our Process:

The committee created a set of questions to guide our interviews with Friends involved in the work of NYYM. These questions were used to structure interviews with over 30 people—including all YM staff, YM clerks present and past, CC clerks, and so on. At a recent committee meeting we shared the interviews and looked for both common themes and novel approaches to the work of the Yearly Meeting.

### Role of the General Secretary:

During the tenure of our current General Secretary, the Yearly Meeting staff has expanded. We now have part-time field secretaries for young adults and for children and youth, as well as a full time director of our senior resource program (ARCH). We feel that with the broadening of staff we should be able to strengthen our outreach and ministry to monthly meetings.

It is clear from our interviews that Friends feel the need for a person who can offer both spiritual leading and management oversight. The following recommendations emerged during the interview process.

- The General Secretary should be a facilitator who engages staff and volunteers in the work of the Yearly Meeting.
- He/She should live within commuting distance of the NYYM office and should be a presence in the office at least three days a month. On those days, it might be useful to gather all staff into the office for better communication, cross-pollination of ideas, and team building.
- The General Secretary should be able to articulate the Leadings and Priorities of the Yearly Meeting and facilitate implementation. This involves the development and nurturing of staff and volunteers in serving the needs of the monthly meetings.
- The General Secretary should work closely with the Clerk of NYYM in fulfilling the leadings and priorities. The relationship should be collegial and mutually supportive.

- The position of General Secretary could be a contract position (for example, three to five years, with possibility of renewal).
- The other requirements in the existing job description also hold: be a member (or willing to be) of NYYM monthly meeting; strong spiritual grounding; experience with Quaker process; good communications skills.
- IN PROCESS: We did not come to clarity regarding the supervision structure for the future General Secretary. The roles of the personnel and supervisory committees are still being considered.

Additional Recommendations:

Several other suggestions emerged during our interview process.

- The list of tasks for the Associate Secretary has grown too large, much like the list for the General Secretary. It would be good to have some of the Associate Secretary's tasks (whatever does not strictly require a Quaker point of view) distributed to full- or part-time administrative help.
- We currently contract for bookkeeping services, which might be brought into the office. With more people already on staff, we also need Human Resources expertise, either contracted or on staff.
- Financial Services has recommended hiring a person with development expertise who might be able to serve the Yearly Meeting, Powell House, and Oakwood School together. This idea needs to be explored further to see if it could be done by a consultant or as a part-time staff responsibility.
- Another task that requires much time for current staff and volunteers is event coordination for Fall, Spring, and Summer Sessions. While Summer sessions are well-managed by Sessions Committee and Silver Bay, local meetings often struggle to meet the needs of Fall and Spring. Adding the task of event planning to an existing or new position in the YM office would free Friends for better fellowship and participation.
- Visitation among meetings and particularly from the Yearly Meeting to the monthly meetings is a core priority. YM staff (General Secretary, Associate Secretary, Field Secretaries, ARCH) can manage around 15 visits each per year. To build effective community, members of YM committees and other volunteers need to add to these visits significantly, enhancing their contact with Monthly Meetings. For example, existing groups such as Spiritual Nurture Working Group, CTC, and Ministry and Pastoral Care could expand and coordinate visitation. Financial help with expenses should be available.
- ARCH should be integrated into the staff and work of NYYM, perhaps as a third Field Secretary function.

- Powell House staff and NYYM staff should have a defined collaborative relationship, including regular joint meetings and exploration of mutual opportunities.

#### Future work

We present this report as a beginning, open to seasoning by Friends. We will be contacting Monthly Meetings as part of the usual letter that solicits comments on the performance of the current General Secretary to obtain their sense of what Monthly Meetings need from a General Secretary and staff of NYYM.

#### Recommendations

1. We recommend that Personnel and the Ad Hoc Committee begin to develop a job description for the General Secretary to be presented at the General Services Coordinating Committee during Coordinating Committee weekend in January for discernment.
2. A committee for recruitment and search for the General Secretary should be appointed.
3. Public announcement of the open position should begin soon.

The Ad Hoc Committee for Staff Structure  
Presented at Fall Sessions 2016

**Audit Committee Report to General Services Coordinating Committee**

**Summary:**

- A management representation letter has been prepared for ODPKF, to complete their work on the 2014 Review. Recommendations have been reviewed, summarized, and integrated into the Audit Committee work plans.
- Eleven procedures have been identified that need to be implemented or changed to support future audits. Audit Committee plans to work with other appropriate committees to implement these changes.
- The Audit Committee continues to meet by Teleconference to chart progress on these priorities; two new members should be nominated and appointed as soon as possible, and not later than 2017 Summer Sessions.
- A preliminary list of future Audit Committee priorities has been assembled for Coordinating Committee weekend, 2017.

**Details:**

A Management Representation Letter is required by an auditor to certify the accuracy of data it has received from an organization that has been reviewed or audited. There were delays in completing this letter due to the necessity to qualify the results based on NYYM's having stopped work at the Bookkeeper (DSJ) prior to final corrections being added to the Consolidated Financial Statement, and in identifying proper signatories (due to changes in the NYYM Treasurer's position). Since the letter is required to have a standard form, NYYM's exceptions to the standard form were annotated as footnotes. This will allow the 2014 Auditor's Review to be formally completed. Signatories (required to have fiduciary responsibility) were determined to be the Clerk, General Services Coordinating Committee, and the Clerk of Trustees.

As described in the Audit Committee report to GSCC at Summer Sessions, the Review revealed a number of relatively minor procedural changes that are needed in traditional NYYM procedures. These have been synthesized with earlier changes that were recommended in January, 2016, and an updated "work list" (of 11 items) for the Audit Committee has been formulated. Most of these procedures relate to the operations of the Financial Services Committee, the General Services Coordinating Committee, the Trustees and NYYM Office Procedures. Until these procedural changes have been made, another (GAAP-compliant) audit will not be requested. In view of other changes now in process, it is not likely that another Review/Audit will be requested until the completion of the 2018 NYYM Fiscal Year.

The Audit Committee has continued to meet, initially under the former Clerk, whose second 3-year term expired in July. He has agreed to continue as a co-opted member for another year and to serve as Convenor until a new Clerk is chosen. The previously-designated new Clerk accepted a position as Assistant NYYM Treasurer and hence cannot continue to serve as a regular member of the Audit Committee, though the Committee may discuss whether this membership restriction should continue in the future. Therefore, the Audit Committee is down two members. Nominating Committee will be requested to identify two new members of the Audit Committee to return it to minimum strength.

Additional more fundamental improvements in financial procedures, as well as other longer term changes have been suggested, and will be brought to Coordinating Committee Weekend in January, 2017. In addition to streamlining procedures, these changes should reduce the cost of future audits.

Tim Johnson, Convenor