

Pacific Yearly Meeting  
of the Religious Society of Friends

Youth Coordinator Proposal  
from  
PYM Ministry and Oversight  
to  
2009 Pacific Yearly Meeting

July 1, 2009

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## SECTION 1 - OVERVIEW

I. **GLOSSARY OF TERMS:** To avoid confusion, the following words have been defined here and used consistently throughout this document:

- A. Youth.....Teenagers 13-19 and young friends aged 20-35.
- B. Gatherings.....Activities, get-togethers or events that bring youth together.
- C. Program.....The content of the gatherings.

## II. REVISED PROPOSAL:

A. If you recall, PYM united in principal on hiring a Youth Coordinator at the last annual session (as a reminder, this is envisioned as a three-year experiment). This proposal was initially and formally presented at the meeting of representatives of PYM in March 2009 in Berkeley, California. Friends' feedback was supportive and helpful and informed the charge of the Youth Coordinator subcommittee from that point forward, which has lead to the proposal in its current form.

B. We Were Asked to Gather Further Information in the Following Areas:

- 1. To further clarify the supervision structure.
- 2. To have a better understanding of the strategy for program curriculum/content.
- 3. To dig deeper into the financial/legal ramifications and options.
- 4. To propose benchmarks for success for the YC during this three-year experiment.
- 5. To explore and address the concerns of parents regarding youth safety and supervision.
- 6. To continue to communicate with and visit MMs/WGs and other Yearly Meetings.

C. Since that time, we have attempted to address all of these issues by gathering additional information, and doing the work of discernment in our committee. As a result, this document has changed in small and large ways since it was submitted for review at 2009 RepComm in March. In the pages that follow, you'll see that, based on the information we have gathered, among other things, we have:

- 1. United on a supervisory structure that we hope is clear and sound.
- 2. Thought through the issues of program content (and how important it is for this person to work with JYM in this area).
- 3. Revised (and hopefully clarified) the budget significantly.
- 4. Proposed tangible benchmarks of accomplishment, with which the YC can be evaluated in each of the three years.
- 5. Spent substantial time (through JYM) addressing the issues of concern parents have expressed regarding youth safety.
- 6. In addition, we have continued to help organize and meet with MMs and have communicated with other Yearly Meetings.

D. In short, we have done the best that we can with the resources we had, and have done all that we can to insure that when the decision of whether to move forward is presented in plenary

at PYM in July, hopefully the focus will be “where is the Spirit leading” and not on whether we are prepared.

- E. As mentioned previously, the hiring of a paid Youth Coordinator (YC) would be a significant step for Pacific Yearly Meeting (PYM) and would create significant change within Yearly Meeting. However, given the needs expressed by the youth community, attrition rates and dwindling resources within the Religious Society of Friends, and the potential for this Youth Coordinator to serve as a connective link between individuals and Monthly Meetings (MMs), Preparative Meeting (PM) and Worship Groups (WGs) within PYM in new and exciting ways, we feel this is an important and critical step in maintaining the vitality of Friends and Pacific Yearly Meeting.
- F. Because this is a new role and overall effort by this organization, though the Subcommittee has attempted to identify, dissect, and define many of the issues surrounding this role, there is much the Coordinator and Supervisory Committee will continue to define and create.

**III. SUMMARY OF OUR UNITY:** Based on our work, including our research of other organizations, feedback from Meetings and seasoning within the subcommittee, we are in unity on the following:

- A. Full Time Position: We recommend the YC be a full-time position for the following reasons:
  - 1. In addition to coordinating the existing 6 youth gatherings per year (and 1 currently every other year), the Youth Coordinator will eventually coordinate at least two new gatherings annually.
  - 2. Many MMs and individuals expressed the hope that the Youth Coordinator will spend time visiting MMs, PM and WGs to help provide them with resources to connect with their youth and/or get more people involved with youth within PYM.
  - 3. The YC would provide linkages between PYM youth and other Quaker organizations: AFSC, FCL, FCNL, Woolman Semester, Work Camps at Sierra Friends Center and Quaker Center at Ben Lomond, etc.
- B. Geographic Focus: We recommend the YC focus first on the youth of MMs, PM and WGs within the contiguous U.S., and grow their involvement with Hawaii, Mexico City, and Guatemala over time.
- C. Supervision:
  - 1. We recommend the YC be supervised by a direct Supervisor, who would serve as an ex officio member of the Supervisory Committee that will consist of individuals from across Yearly Meeting.
  - 2. We recommend this person have an Elder who, with the Supervisor and the Supervisory Committee, would not only provide vital oversight but, importantly, provide a support mechanism for the YC.

D. Funding through increased MM assessments:

We recommend the YC be funded by increased assessments to Monthly Meetings (with the exception of Hawaii, Guatemala and Mexico City). It is vital that the YC role is infused with a spirit of connectivity with Monthly Meetings. Whoever occupies the YC position needs to understand that they work on behalf of every member of YM and every MM, PM & WG needs to see the work they're doing.

E. An employee through PYM:

1. We recommend the YC be employed through PYM, versus utilizing an existing organization, so as to avoid any confusion for this person as to who they are working for.
2. As a result, based on the recommendations of the PYM Treasurer, we recommend PYM would contract with a payroll service, and the YC Supervisor and PYM Treasurer would be responsible for these tasks.

F. Inviting the Quarterly Meetings to participate:

1. If the YC is approved, we recommend PYM invite the two Quarterly Meetings to participate in the YC program. If approved by the Quarterly Meetings, the program (see Section 3--Job Description) calls for the YC to help with the 5 Quarterly meeting gatherings each year so the youth programs are integrated (the Quarterly Meeting schedules do not conflict for the foreseeable future).
2. It is assumed each Quarterly Meeting already pays for their youth programs out of their existing funds.

**IV. M&O COMMITTEE RECOMMENDS THE FOLLOWING MINUTE:**

***Minute: Ministry and Oversight Committee recommends Pacific Yearly Meeting creates and fill a full-time paid position titled "Youth Coordinator," to begin in fiscal year 2009-2010.***

**V. ADDITIONAL INFORMATION:**

A. Work of PYM will increase in numerous ways:

1. It is important to acknowledge that one of the critical elements of this proposal is that this effort will result in the membership of PYM being more involved with its youth. The YC position is being created to help us do it, not to do it for us. The work of PYM will increase, not decrease, with the approval of a YC.
2. The work of M&O, Nominating, and Finance Committees will all increase.
3. The work of the YC Supervisor, YC Mentor/Elder, and members of the Supervisory Committee (all volunteers) will increase substantially the first few years as they begin their work from scratch.

4. More volunteers will be wanted and needed in the Junior Yearly Meeting (JYM) program and as new programs are created by and for the youth during the year.

B. Concerns Raised beyond the scope of the YC Subcommittee:

1. Friends have expressed concerns about how a hired staff position will change the structure/nature of PYM and its relationship with MMs.
2. Is hiring a Youth Coordinator the first position PYM should start with? Should a general secretary or other position be hired first?
3. Is the geography of PYM such that a Youth Coordinator would not effectively serve everyone?

**VI. CLARIFYING AGES AND NUMBER OF YOUTH SERVED:**

A. 2008 SCQM and CPQM Directories used:

Friends between the ages of 12 and 35 (the ages of JYM and YF) listed in the 2008 SCQM and CPQM directories were counted. Looking just at meetings in California, approximately 37 teens and young adults are listed in SCQM and 308 in CPQM, for a total of 345. There are approximately 33 teens and young adults listed in Hawaiian Island meetings and worship groups, bringing the total to 378. No teens or young adults are listed in Mexico MM or Guatemala MM.

B. This number is considered approximate for a number of reasons:

Numerous Meetings in both CPQM and SCQM list the names, but not the ages, of children living at home. It is estimated that 20 to 40 teens and young adults are in this category. Many young adults are of YF age, but this does not show in the directories. There are perhaps 20 to 30 young adults in this category. Some youth are listed more than once, whether as members of more than one household or in more than one Meeting. An attempt was made to count these Friends only once.

C. Using 350 as number for this proposal:

Considering all of the factors above, a reasonable estimate for the number of teens and young adults the YC would serve would be 350.

## SECTION 2 – POSITION DESCRIPTION

- I. **SUMMARY:** The purpose of hiring a Youth Coordinator is to enhance the spiritual development and nurture of our teens and young adults. The Youth Coordinator will assist in this by providing program support and coordination of activities, support for Meetings in engaging their young people, and provide an experienced mentor/advisor grounded in Friends worship and practices.
- II. **RESPONSIBILITIES:**
  - A. Organizes logistics for events, recruits and screens applicants:
    1. Service to the PYM annual gathering:
      - a. Works with the JYM Adult and Teen Committee to implement the JYM program, guidelines and expectations at the annual session.
      - b. Coordinates with the clerk of the Yearly Meeting and relevant committees.
      - c. Recruits, trains, screens and nurtures Friendly Adult Presences (FAPs).
      - d. Works with Children's Program Committee and Young Friends to coordinate activities with their schedules and provide links of communication.
    2. Facilitates a pre-PYM immersion gathering (similar to Shalom and Koinonia):
      - a. Utilizes the help of an ad hoc group of seasoned Friends, and emphasizes hands-on exposure to vital issues of concern to Friends, worship and worship sharing, talks by valued Friends, and fun and games, among other activities.
      - b. Historically, this has been an every other year event, '04, '06 & '08.
    3. Service to the 5 Quarterly Meeting gatherings:
      - a. Ideally, the YC would work with the respective Quarterly Meeting committees to implement programs at the Quarterly Meeting gatherings: two at Southern California and three at College Park.
    4. Service to Monthly Meetings:
      - a. Serves as a key point person and coordinator between PYM Youth and Monthly Meetings.
      - b. Identifies, provides tools and resources, and serves as a resource for Monthly Meetings to stay connected to youth.
      - c. Facilitates involvement between individuals in Monthly Meetings and PYM Youth.
      - d. Regularly communicates with MMs regarding PYM youth activities.
      - e. Serves as a link between MMs and PYM.

5. Additional Gatherings:

- a. Arranges, publicizes, and supports gatherings between PYM sessions for youth twice a year, one in Northern and one in Southern California. These would be envisioned as weekend adventures in service, learning, and fun. The coordinator organizes logistics for the event, recruits participants, screens applications, helps design the program, and recruits Friendly Adult Presences (FAPs), including the training and screening of FAPs.

B. Linkage to other Quaker organizations:

1. Serves as a key point person and coordinator between PYM Youth and AFSC if it re-envision its youth service project.
2. Helps facilitate year-round networking between youth, PYM Young Friends and the PYM Children's Program. Helps children transition to JYM, and members of JYM transition to Young Friends.
3. Serves as a link between this community and other Quaker organizations (such as Quaker Center, Sierra Friends Center, etc.). Stays up-to-date on PYM, Quarterly Meeting and other relevant developments in the Quaker community.

**III. PROGRAM CONTENT:**

The YC will work very closely with JYM and Quarterly Meeting teen committees to develop Program Content and will develop programs with equal emphasis on:

1. Encourage and support spiritual growth and practices by providing a safe and trusting community in which youth can seek to find that of God in themselves and in each other in a joyous and loving environment, grounded in the Religious Society of Friends history and experience of continuing revelation, discernment and eldering.
2. Nurture and empower decision-making and leadership capacities through Quaker processes of discernment and reaching "Unity".
3. Instill a service ethic by organizing service projects that honor and uphold the dignity of the communities served.
4. Foster a cooperative, inclusive, and safe environment for making and retaining friendships within youth and the rest of PYM.

(Note: Please see appendices for content samples and ideas the YC can use as a springboard for developing a curriculum)

#### **IV. QUALIFICATIONS:**

- A. Be a member of the Religious Society of Friends. If we want our youth to be active members in the Religious Society of Friends, the YC needs to set the example.
- B. Have a demonstrated spiritual life, including a deep grounding and experience of Quaker beliefs, practices and discernment processes. Is familiar with issues of contemporary Quakerism. Ideally, will have some knowledge of Quaker history.
- C. Have successful experience teaching/learning with teenagers and with curriculum development.
- D. Experience as a self-starter, and event planner. Will ideally have experience organizing activities and events with teenagers.
- E. Strong organizational skills. Ability to set priorities, multi-task and manage multiple projects.
- F. Excellent interpersonal skills, including strong written and verbal communications abilities.
- G. Will have the flexibility to travel, stay with Friends in their homes, and work irregular hours (initially travel will be focused on California, though eventually it could include other regions within PYM as appropriate).
- H. Will be facile and proficient with technology teens use to communicate, such as MS Word, Internet search tools, Facebook/MySpace, texting, etc.
- I. Experience with non-violent practices would be ideal but commitment to non-violence practices is essential.

## SECTION 3 – BENCHMARKS

### III. BENCHMARKS FOR SUCCESS:

#### A. Evaluation:

We recommend that each year, the Youth Coordinator is evaluated throughout the year in various ways. We recommend that at each gathering, the Supervisory Committee and the YC collect evaluation sheets from participants, FAPs and parents and administer adjustments as necessary, being mindful of the following issues:

1. Are the gatherings effectively incorporating the intended program content?
2. Are the policies and procedures being followed by the YC, FAPs and the youth?
3. Has the PYM community provided the needed volunteer support on committees, as FAPs, etc?

#### B. Specific benchmarks for accomplishment in the 1st year:

1. Organize, facilitate and provide service to the six main gatherings (PYM, pre-PYM, 5 Quarterly Meeting gatherings).
2. Network extensively with, and provide service to, Monthly Meetings.

#### C. Specific benchmarks for accomplishment in the 2nd year:

1. All of the above plus:
2. Organizes and implements 1-2 additional gatherings (such as an AFSC service project).

#### D. Specific benchmarks for accomplishment in the 3rd year:

1. All of B above plus:
2. Organizes and implements 2 additional gatherings: One in Northern California and one in Southern California.
3. Begin to make connections with Hawaiian, Guatemala and Mexico City MMs.

## **SECTION 4 – YOUTH COORDINATOR SUPERVISION AND SUPPORT**

### **I. YOUTH COORDINATOR SUPERVISORY COMMITTEE:**

#### **A. Appointment:**

1. We recommend a standing committee nominated by PYM Nominating Committee.

#### **B. Composition:**

1. One member of PYM M&O suggested by M&O.
2. One member of JYM Adult Committee suggested by JYM Adult Committee.
3. One parent of a teen suggested by the clerk of PYM.
4. One adult member of the CPQM suggested by CPQM.
5. One adult member of the SCQM suggested by the SCQM.  
(One person may represent 2 of the above 5 positions)
6. Ex officio: Youth Coordinator Supervisor.

#### **C. Terms of service:**

1. Three years or concurrent with the other position the person is already serving.

#### **D. Responsibilities:**

1. Choosing a clerk of the YC Supervisory Committee.
2. Update the YC job description.
3. Develop long-term goals.
4. Write a youth policies and procedures manual.
5. Write a YC personnel/employee handbook, including personal conduct policies (information on samples are in the appendices).
6. Serve as the YC hiring committee (see Section 6).
7. Committee clerk ensures recordkeeping and maintains confidential permanent files. (The PYM treasurer would keep bookkeeping and payroll files).
8. Collects and reviews evaluations from each gathering and administers adjustments as necessary (as per Section 3A above). Regularly reviews how well the YC works with JYM on program content.
9. Writes a 3-year assessment report to M&O evaluating the program and recommending changes that consider the following information:
  - a. Data from Section 3A above.
  - b. Have the number of participating youth increased? How much and from what MM's and/or geographic area?
  - c. Has the ratio of participating girls increased? How much and from what MM's and/or geographic area?
10. Meets as necessary in person, conference calls or email.

## **II. YOUTH COORDINATOR SUPERVISOR:**

### A. Appointment:

1. We recommend the supervisor is a member of PYM nominated by an ad hoc committee made up of:
  - a. The clerk of PYM.
  - b. The clerk of M&O.
  - c. The clerk of the JYM Adult Committee.
  - d. The clerk of Nominating Committee.
  - e. A parent of a youth in the program, if such a person is not included above.

### B. Qualifications:

1. Should have supervisory experience, ideally have youth work or educational administrative experience and be grounded in Friends practices.
2. Have the time to commit to a volunteer position with these demands.

### C. Term of Service:

1. Three years.

### D. Responsibilities:

1. Will report to the Supervisory Committee, and serve, ex officio on that committee.
2. Is responsible for all aspects of supervision of the YC position.
3. Will be the primary point of contact for the YC as the role is developed and implemented.
4. Will connect with the YC by phone and in person on a periodic basis.
5. Will monitor the progress of the Youth Coordinator.
6. Will serve as a liaison between this person and the Supervisory Committee.

## **III. YOUTH COORDINATOR ELDER:**

A. Will be chosen by M&O in consultation with the YC.

B. Should be grounded in Friends practices, and be wise and supportive.

### C. Responsibilities:

Meets regularly in person or by telephone with the YC to provide confidential personal support.

## SECTION 5 - BUDGET

### I. INCOME:

#### A. YC Subcommittee Recommendations:

1. Generally speaking, we would defer to Finance Committee's recommendation on this issue. However, at the time of our last meeting, it was not clear to us what Finance Committee's recommendation was. Finance Committee members and the PYM Treasurer have been involved in our committee meetings, have been extremely helpful and have been made aware of our discernment since before RepComm.
2. We thus reached unity on the following minute:

We recommend that the YC position be funded by an equal increase of assessment to all Monthly Meetings, except no increase for Hawaiian MMs, Guatemala and Mexico City, since the program will start in California. We recommend there will be a separate line item for individuals to make donations. The remainder of the funds, if needed, can be taken from reserves.

3. We recommend that that the YC salary and benefits, payroll taxes, travel, office expenses and administrative expenses would come from increased Monthly Meeting assessments. It is important all PYM Friends accept a sense of ownership for the finances and programs associated with the position.
4. We also recommend that in order to facilitate donations to support the new program costs listed below, PYM establish a new Reserve Fund for Youth Programs (and a separate budget line item) for the following reasons:
  - a. Teens and young adults who desire to attend will not be turned away because of lack of funds.
  - b. Meetings who have special financial needs can receive assistance.
  - c. Unforeseen costs of the YC role, such as perhaps additional program costs, as well as perhaps one-time hiring costs, etc. can perhaps be covered.
  - d. Individuals wishing to make special contributions to this work could contribute to the fund.
  - e. This fund would also store proceeds raised in special events, such as youth fund raising.
5. The program costs and YC registration fees at Quarterly Meetings and Yearly Meeting will come from the existing budgets/funds from those programs.
6. The total cost for employee expenses in 6.II below is estimated to be \$55,655.
  - a. The 2008 PYM membership (excluding Hawaii, Mexico City, and Guatemala) is 1,453.
  - b.  $1,453 \text{ members} / \$55,655 = \$38/\text{member}$ .
  - c. The existing assessment of  $\$32/\text{member} + \$38 \text{ increase} = \$70/\text{member}$ .

7. Finance Committee Information:

- a. Finance Committee will make its own report but would like to remind Yearly Meeting that, if the Yearly Meeting's budget for expenses is increased, there will be a corresponding increase in the level of reserves needed to be maintained.
- b. Though the idea of Meetings applying to M&O or Finance Committee for a reduced increase in assessment has arisen (modeled after the accommodations made for Mexico City Meeting), Finance Committee feels strongly that it would not be appropriate for the Finance Committee to evaluate the financial need of individual Meetings.

**II. EXPENSES.....\$55,655**

- A. Salary.....\$40,000
  - 1. Yearly salaried position.
  - 2. Exempt from overtime. Comp time to balance hours over 40 worked in one week.
  - 3. Cost of Living increase yearly from date hired.
  - 4. Performance increase review yearly from date hired.
- B. Benefits:
  - 1. Vacation: 4 weeks/year; Holidays: 10 days/year; Sick Days: 5 days/year.
  - 2. Some traditional holidays will be workdays as 3-day weekends are ideal for scheduling youth gatherings.
  - 3. Health Benefits to be reimbursed, as a pre-tax benefit, estimated at.....\$3,000  
 (Surveyed Blue Shield, Anthem, Health Net, both genders, various ages)
- C. Taxes and Insurance total.....\$3,905
  - 1. Social Security Taxes.....\$2,480
  - 2. Medicare.....\$580
  - 3. Unemployment Insurance.....\$238
  - 4. Workers Compensation.....\$600  
 (GuideOne)
  - 5. Employment training.....\$7
- D. Home Office Expenses.....\$5,500
  - 1. Materials and supplies.....\$800
  - 2. Office costs/overhead (internet, phone).....\$3,700
  - 3. Equipment (computer, cell phone, etc).....\$1,000
- E. YC Travel Expenses.....\$2,500
  - 1. Plane, train, and bus tickets
  - 2. Mileage reimbursement
  - 3. Meals during traveling
- F. PYM Administrative Expenses.....\$750
  - 1. Payroll Service.....\$ 30/Month

(PYM Treasurer surveyed Priority Pay Payroll, Paychex, Inc., SurePayroll and Centerpointe Payroll Services)

We are in unity with the PYM Treasurer’s recommendation of using a payroll service so as not to overburden another Quaker organization and to “keep things clean” for the PYM books.

G. Additional Potential Costs/Issues

1. We are informed by the PYM Treasurer that there would be an increase in our liability insurance of \$500 annually covering Directors and Officers Liability, Employment Practices Liability and Employee Benefits Liability as a result of hiring an employee.
2. The budget will need to be adjusted each year by the Supervisory Committee to reflect the actual costs.
3. We recommend that the YC receive a credit card (with a reasonable limit) and be responsible for forwarding all payment documentation to the PYM Treasurer, who will reconcile receipts with the credit card statement. The YC might also pay some out-of-pocket expenses, which would be reimbursed in the same way that the Treasurer already reimburses Friends for PYM business. The procedures will be added to the employee handbook.

**III. HIRING COSTS.....\$2,604**

These are one-time costs that occur each time a YC is advertised for and hired.

A. Advertising/Posting The Job:

Assuming we used a 170-word job description (lifted from our summary profile sheet):

1. Friends Journal.....\$150  
.80/word/\$25 minimum/+ 10% if boxed - \$280 for a third page square (\$150 unless we used a third page square). Timing: Earliest issue would be October 2009
2. Western Friend.....\$94  
.50/word/\$15 minimum/+ 10% if boxed - \$200 for half page.  
Timing: If we get Kathy Hyzy something right after PYM, she can get it in the September issue.
3. Quaker Information Center.....\$0  
A website referred by Pendle Hill with many job listings and postings that look to be free.
4. Youth Specialties.....\$0  
A Christian Youth Workers website that is also free

- 5. Idealist.org.....\$60  
A popular website for non-profit job opportunities
- 6. Pendle Hill.....\$0  
They can physically post the job announcement on their bulletin board
- B. Candidate Travel to Job Interviews.....\$1,200  
(This will vary over time but assuming 3 airfares from the East Coast to California:  
approximately \$400/person)
- C. Background Check Service.....\$100  
(Oxford Document Management Company, used by AFSC)
- D. Reimbursement of YC moving costs to California.....up to \$1,000  
(If we hire someone from outside the state)

**IV. PAYROLL AND BENEFITS ADMINISTRATION:**

- A. We recommend PYM administer payroll and benefits for the following reasons:
  - 1. The current PYM Treasurer believes the added work of in-house payroll and benefits administration is doable and has recommended that PYM take on this responsibility to keep things as clean as possible.
  - 2. Some Friends at Monthly Meeting discussions felt it important for PYM to take this on internally, and embrace the role of employer.
- B. Option of PYM partnering with another Friends organization that already has administrative systems in place for its own employees:
  - 1. Friends Association for Services to the Elderly (spoke to Joe Magruder-FASE board member and member of YC subcommittee):
    - a. FASE's mission regarding providing services to the elderly is not consistent with services to youth.
    - b. FASE's non-profit status could be affected if veered from its mission statement.
    - c. Friends House business office already has a very heavy workload.
  - 2. Ben Lomond Quaker Center Association (spoke to Jacob Stone co-director) and Sierra Friends Center (spoke with Dorothy Henderson, Head of School):
    - a. Both are open to the idea, pending official internal (or board) approval.
    - b. There would be a service fee to PYM (amount to be determined) for processing the payroll and benefits.
    - c. Both saw advantages to their programs for having a strong connection to the PYM Youth Coordinator.
    - d. Both saw YC serving an important liaison role with them, ie: camps/youth-serving programs and the YC programming.
    - e. Both offered the possibility of office, home-office, and/or living space for the YC.

C. Advantages to Partnering:

1. Potentially less administrative work for the PYM Treasurer.
2. Potentially lower cost of health insurance and other benefits due to group rates.
3. Creating a strong relationship between PYM and the other organization.

D. Disadvantages to Partnering:

1. The YC could get pulled in too many directions because of unclear lines of roles and assumed responsibilities from the collaborating organization.
2. Potentially more administrative work for the PYM Treasurer and Supervisory Committee (in having to create and manage systems for communicating with the partner organization)
3. In choosing a partner organization, being seen as favoring one organization over the others.

## SECTION 6 – HIRING PROCESS

If PYM approves creating a Youth Coordinator position, the following items need to be considered.

### I. TIME LINE

- A. Create a position description/profile.
- B. Determine the hiring process. Once there are candidates, who will contact and interview them? Who will make the hiring decision and extend the offer? There can be an initial group (or person) to interview and a more extended group to interview final candidates and make the hiring decision. In addition, it would be helpful if there were an initial set of screening questions, as well as more in-depth interview questions (for the in-person interview).
- C. Post the job on several websites and get the word out in a number of ways. In addition to advertising in *Friends Journal* and perhaps on Quaker websites (such as Pendle Hill, Quaker Center, or possibly Quaker.org), the jobs section of the website for Youth Specialties (a website is geared towards Christian youth workers) was recommended. Other website possibilities include Idealist (which specializes in non-profits), Monster, and other online job services. Also, networking can take place on Facebook/ Myspace/Twitter to develop candidates.
- D. Once we have resumes of interested and appropriate parties in hand, someone then needs to contact them by phone and take them through an initial list of questions to continue to pre-screen them. Candidates who pass this initial review would then be interviewed in person.
- E. The logistics of the interviews (who will interview candidates and when) need to be determined. If (as expected) the interview committee is comprised of people in different locations, then interview date(s) should be set up well in advance, even before we know who the candidates are, so that people can make necessary arrangements.
- F. In this scenario, the goal would be to bring in not simply one candidate but a number of candidates, so the Committee can have a selection and be able to compare and contrast strengths and weaknesses. In addition, the interview committee and, by extension, M&O, will continue to get a better sense for this role and how it will really take shape as a result of the interview process. It is common for a hiring organization to learn a lot during this process.
- G. There are also costs associated with the hiring process, from the cost of advertising on websites and in print, to reimbursing candidates and interviewers for travel costs.
- H. Once a short list of finalists has been identified, additional interviews may be necessary in order to make a decision. Someone then needs to take responsibility for checking references. Ideally at least three professional references should be contacted, for each final candidate, including a peer, a subordinate, and a superior. If possible, youth participants in programs overseen by the candidate should be contacted as references.
- I. After references and any other checks are made (including whatever is decided regarding background checks), the committee will reach unity on a candidate and an offer will be extended.

## **SECTION 7 – JYM COMMITTEE RESPONSE TO YOUTH SAFETY CONCERNS**

### **I. YOUTH SUPERVISION AND SAFETY**

- A. During our visits to Meetings to discuss the possibility of a youth coordinator position some concerns were raised by Friends regarding safety and supervision at PYM and Quarterly teen gatherings. Several Friends voiced these concerns at Representative Committee and we requested that they submit their concerns in writing to the JYM Committee, which has oversight over the teen program at PYM. What follows is the JYM Committee's response to the concerns that were brought to them.

Michael Eastwood  
JYM Committee Clerk/Member, PYM Youth Coordinator Subcommittee of M&O  
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6/19/2009

Dear Friends,

Since the last session of Pacific Yearly Meeting in 2008 at Walker Creek Ranch the Junior Yearly Meeting (JYM) Committee has received some letters from parents and concerned Friends regarding the JYM program. The majority of these letters came from Redwood Forest Monthly Meeting along with a cover letter urging us to seriously consider their concerns and cautioning us that unless these concerns were addressed some Friends might not be supportive of hiring a Youth Coordinator. We, the JYM Committee and JYM officers, would like to take this opportunity to share with the larger community what these concerns were, what our discernment process has been, and some of the steps that we are taking to address these concerns.

Some Friends expressed concerns with the guidelines for teens and the fact that the teens did not create their own guidelines (which went beyond the general PYM rules) until the first night. Along these same lines, some Friends felt that there was not enough information provided in advance about the JYM program and how the program would work. There were also concerns about the need for more clarity in the responsibilities of the “Friendly Adult Presences” (FAPs) who provide oversight of the teens at PYM.

We discussed these issues at length when we met in March and in subsequent telephone conference calls. We decided that an updated job description for FAPs articulating their responsibilities and authority was needed which we have drafted and are in the process of revising. We also decided to propose a set of guidelines in advance that we will bring to the group at Yearly Meeting for additions, revisions, and approval. To increase transparency, this year parents will receive a letter describing the program in detail before PYM along with the proposed JYM guidelines and FAP job responsibilities.

Concerns were raised about how late into the evening the JYM program has run and the need for more sleep for participants. This is a concern that we share and we have made several changes to the schedule

this year to keep the program from running too late and to make it easier for parents to participate in the orientation on the first night.

Some friends were concerned about the age limits of JYM and wanted to see strict lower and upper age limits enforced. For many years the JYM program has struggled with the issue of helping parents and their children decide when is the right time for them to move out of the children's program and into JYM. Some Friends are ready earlier for the opportunity to participate in a spiritual community led by their peers and run using Quaker process and values. For others, the rigor of sitting in business meetings is too much, and they would rather be spending their time doing arts and crafts or other activities. We feel that it is appropriate to continue our tradition of allowing room for these differences. However, we also feel that it would be good for parents to have more information about the differences in the programs in advance of Yearly Meeting to help them make an informed decision. This year we will be collaborating with the middle-school program before PYM to talk with teens and parents who are undecided to help them determine which program would be best for them. We are also discussing the possibility of only allowing Friends older than 13 to move into the program.

Currently the JYM program provides an optional supervised common area where teens may sleep with their parents' permission. Two Friends expressed concerns about boys and girls sleeping in this shared space. Their concerns were about the possibility for un-solicited sexual advances and exploration. There was also a concern about how this might look to non-Quakers and the barriers that this practice may create to the participation of Muslims and other teens. One friend suggested that in addition to the common sleeping space there could be a quiet room for girls and a quiet room for boys.

It has been our belief that having all of the teens sleep together in one well supervised space, with FAPs present at all times, provided the greatest degree of security. This has been the practice at PYM, College Park Quarterly Meeting, and Southern California Quarterly Meeting. However, the possibility of providing two additional quiet rooms, one for boys and one for girls, is not one that we have considered recently and is something we are still exploring. There are certain possible benefits (a quiet space for teens who want more sleep but don't want to sleep with their parents and meeting the expressed needs of some parents), but there are increased logistical concerns. We also recognize that segregating teens by gender in order to prevent sexual exploration is based on the premise that all teens are heterosexual.

For this year space and other logistical issues dictate that we continue our past practice of providing one optional supervised common space for teens. When we met in March we decided to only allow youth older than 13 *or* youth who have already participated in the program the year before to sleep in this space. We have not reached unity on whether or not to pursue an alternative but will continue the discernment process on how to provide the safest experience possible for our youth. We welcome the participation of all Friends in this process, so please do not hesitate to call or email us with your thoughts and concerns.

In the light,  
Michael Eastwood  
JYM Committee Clerk  
On behalf of the JYM committee and the JYM youth officers

## **SECTION 8 – HISTORY OF THE PROCESS THROUGH PYM 2008**

### **I. MINISTRY AND OVERSIGHT TOOK THE FOLLOWING STEPS IN EXPLORING THE FEASIBILITY OF HIRING A YOUTH COORDINATOR PRIOR TO REPRESENTATIVE COMMITTEE 2008:**

- A. Wrote a job description that was presented and circulated at Rep Com. Many suggestions were made, which were incorporated into the concept as the idea moved forward.
- B. Drafted a budget, for a 4/5-time person paid \$30,000 a year plus benefits, which was available at Rep Comm but not presented, when it became clear that plenary approval in August was required.
- C. Developed a supervision and support scheme for the Youth Coordinator position. Explored Quaker Center and Sierra Friends Center as possible partnering organizations to provide some infrastructure and benefits for the Youth Coordinator. Approached by PFOS to provide the same services.

### **II. REPRESENTATIVE COMMITTEE 2008:**

- A. Representatives heard the proposal and gave feed back on the job description.
  - 1. In particular there was concern that the coordinator not create extra gatherings for youth, but rather that he/she utilize the existing Quarterly Meeting structures, North and South.
  - 2. There was interest in a pre-Yearly Meeting experience but also suggestions that we could try a post Yearly Meeting event.
  - 3. Interest was expressed in interfacing with the camps at Quaker Center and Sierra Friends Center and other work camps already in operation.
- B. RepComm authorized \$5,000 for a short -term coordinator to organize a pre/post yearly meeting event and help resource JYM and Young Friends at PYM.

### **III. AFTER REPCOMM 2008:**

- A. Ministry and Oversight, at its May meeting, discussed the job description, time frame, outreach process, and hiring process for a short-term coordinator. One person had already expressed interest.
- B. An ad hoc subcommittee of M&O was appointed to handle hiring, help with vision and program input, and provide supervision and a sounding board.
- C. Outreach was done as well as interviews.
  - 1. The job was offered to Alyssa Nelson by the end of May.
  - 2. A job description was developed as well as a budget.

3. The decision was to pay her on contract (the treasurer's decision, upon consultation), for approximately 15 hours/week for 10 weeks, for a total of \$3,300
4. The balance of the money would be available for expenses of the pre-PYM program as well as Alyssa's expenses.

D. Included in her duties were the following:

1. Get the word out immediately that the week was happening,
2. Confer with the people who have participated in or led the events previously,
3. Confer with teens who had their own ideas,
4. Choose a site, make arrangements for housing, food, insurance, community service projects, etc.
5. Think through possible curriculum elements with committee and youth advisors
6. Work with JYM Committee about preparations for Yearly Meeting
7. Recruit Friendly Adults to assist with both weeks
8. Help resource activities throughout week of Yearly Meeting, with the understanding that she would not be "on duty," all week because she had other commitments and interests, but would work closely with the committee to help with logistics, communication, supervision, and problem solving.

E. The Ad Hoc committee (primarily being the clerk of the JYM committee and the clerk of M&O) remained available for consultation.

#### IV. PYM 2008:

A. M&O met with Alyssa, the JYM Adult committee, and clerks of JYM and Young Friends on the Monday PYM began. The pre-PYM event and plans for the week were reported.

1. Expectations and agreements were discussed
2. It was clear that Alyssa's assistance in helping set up the programs was highly valued and that she brought a light touch but also a calm, mature presence to the work.
3. We were planning an intergenerational plenary as M&O's plenary on Tuesday, which began the conversation about community and integrity.
4. We coordinated plans to bring a Youth Coordinator proposal to a later plenary and invited JYM and Young Friends to attend.
5. They arranged their schedules accordingly and also minuted their support for a Youth Coordinator to be presented in a plenary during the week.

B. M&O's leading to recommend hiring a Youth Coordinator was presented to a Friday afternoon plenary, along with a summary of the financial implications. By this time, the proposal had been seasoning, in the committee and beyond, for at least five years and had involved extensive consultation with the youth themselves. The specifics of this seasoning included:

1. Sponsoring three pre-PYM gatherings (Shalom, Koinonia, and 2008 pre-PYM gatherings);
2. The 40+ years of JYM/YFs experience growing up in Quakerism and how some stayed and many left;

3. An exploration of the spiritual growth of our teenagers through their experience of spiritual community which takes place many times in gatherings outside the Monthly Meeting (most Monthly Meetings don't have the critical mass of young people to build an enlivened community).
  4. A reminder that the knowledge and approaches tried over the years has been lost because there isn't a role for capturing the knowledge (the loss of organization memory).
  5. We mentioned that several other unprogrammed Yearly Meetings have hired paid, year-round Youth Coordinators to address the need for forming and helping to facilitate the coming together of JF/YF on a regular basis including Quarterly and Yearly Meetings.
  6. We reminded the Plenary that last year Young Friends brought a minute in support of a Youth Coordinator and Junior Yearly Meeting stated this in their epistle.
- C. M&O did not present to the plenary the detailed job description that we presented at Representative Committee, believing that the gathering should address itself to the idea of hiring staff and whether youth staff was in fact needed. It did, however, specify that the budget was expected to be \$50,000, for a 4/5 time staff person plus benefits and expenses. It was understood that this is a "bare-bones" budget, but a very significant level of expense for the Yearly Meeting. Finance Committee had been consulted both prior to RepComm and again prior to PYM.
- D. The lack of specificity about job description and budget proved to be a stumbling block for some. It quickly became clear that representatives had not reported back to their meetings about the proposal that had come to RepComm; so most meetings would be taken by surprise by the potential increased assessment. Whether other funds could be found had not been explored, since no proposal had been approved.
- E. PYM approved hiring a Youth Coordinator "in principle." After much deliberation and various proposals, it also approved \$3,000 for an ad hoc planning committee, put together by M&O, consisting of members of M&O, 2 JYM appointees, 2 Young Friends appointees, JYM Adult Committee clerk(s), and 2 at large members appointed by the presiding clerk. The vision was for this committee to coordinate visits to monthly meetings in both Quarters, with JYMers and adults, to discuss the proposal, the finances, and hear concerns and ideas from Friends on how the Youth Coordinator can support the Monthly Meetings and their teenage/college Friends. This committee will report back to RepComm 2009 with a detailed proposal, including job description and budget, if way opens.

## SECTION 9 – THE PROCESS FROM PYM 2008 TO REPCOMM 2009

### I. CREATION OF PYM YOUTH COORDINATOR SUBCOMMITTEE:

- A. In July 2008 at the annual session, PYM created the Youth Coordinator Subcommittee of Ministry and Oversight (M&O) as a result of the following minutes:
1. "Pacific Yearly Meeting minutes our support in principle for a Youth Coordinator Position."
  2. "Pacific Yearly Meeting approved establishing a planning committee constituted by our Ministry and Oversight Committee with Junior Friends, Young Friends, the Children's Program Committee, and other interested Friends, charged to bring a proposal to Representative Committee in 2009."
- B. At Ministry and Oversight 's committee meeting in September 2008, the PYM Youth Coordinator subcommittee was created. The committee consists of the following Friends, shown below with the entities that appointed them:

<u>Member:</u>	<u>Appointed by:</u>	<u>Service</u>	
Nora Cooke	JYM	Oct'08-Mar '09	(inactive)
Robin Durant	PYM M&O (M&O)	Oct'08-present	co-clerk to Mar'09
Michael Eastwood	JYM (Adult Com Clerk)	Oct'08-present	
Paul Harris	PYM M&O (M&O)	Oct'08-present	
Sarah Rose House	PYM M&O	Oct'08-present	
Mark Lichterman	JYM (Teen Com co-clerk)	Jan'09-Mar'09	
Shayne Lightner	PYM PYM clerk	Oct'08-present	clerk Mar'09-present
Joe Magruder	PYM Children's Com	Oct'08-present	
Gabriel Martinez	JYM	Oct'08-Mar'09	(inactive)
Diego Navarro	PYM M&O	Mar'09-present	(inactive)
Alyssa Nelson	Temporary 2008YC	Oct'08-present	co-clerk to Dec '08
Maia Wolff	YF	Oct'08-present	

### II. SUMMARY OF SUBCOMMITTEE'S WORK:

- A. Researching other Yearly Meetings' Youth Coordinators and programs, and creating a resource list (see Appendix B)
- B. Coordinated visits to PYM meetings and worship groups (see Appendix A for summaries of discussions)
1. According to 2008 Statistical data, there are 36 Monthly Meetings, 1 Preparative Meeting and 13 Worship Groups in PYM:
    - a. CPQM: 23 MMs, 1 PMs, 5 WGs.
    - b. SCQM: 9 MMs, 5 WGs.
    - c. Unaffiliated with a Quarterly Meeting: Big Island MM, Honolulu MM, Mexico City MM and Guatemala MM, Kauai WG, Maui WG, Molokai WG.

2. Meetings contacted and discussions organized and held:

<b>Name</b>	<b>Discussions</b>	<b>Phoned</b>	<b>Emailed</b>
Apple Seed MM	11/23/08	x	*
Berkeley MM	2/12/09	x	*
Big Island MM			
Central Coast MM		x	*
Chico MM	6/7/09	x	*
Claremont MM	2/8/09	x	*
Conejo Valley WG			
Davis MM	scheduled for 7/09		*
Delta MM	1/18/09	x	*
Fresno MM		x	*
Friends House WG	11/23/08	x	*
Grass Valley MM	12/14/08	x	*
Guatemala MM			*
Honolulu MM			
Humboldt MM	2/22/09		*
Inland Valley MM	11/23/08		
Kauai WG			
La Jolla MM	1/25/08	x	
Lake County WG	11/23/08	x	
Las Vegas WG	9/21/08		
Marin MM			*
Maui WG			
Mendocino MM			*
Mexico City MM			
Molokai WG			
Monterey Peninsula MM			*
Napa Sonoma MM			*
Oakland WG			
Ojai WG			
Orange County MM	1/25/08		
Orange Grove MM	12/7/08		
Pacific Ackworth WG			
Palo Alto MM	1/18, 5/21 & 6/14/09		*
Redding MM		x	
Redwood Forest MM	11/23/08	x	
Reno MM	scheduled for 7/19/09		
Sacramento MM	1/18/09		*
San Diego MM	1/25/08		*
San Francisco MM	12/8/08		
San Jose MM	2/22/09	x	*

<b>Name</b>	<b>Discussions</b>	<b>Phoned</b>	<b>Emailed</b>
Santa Barbara MM	11/16/08		*
Santa Cruz MM	2/8/09		
Santa Monica MM			*
Southern Humboldt WG			
Strawberry Creek MM	12/7/08 & 2/12/09	x	*
Ukiah WG	11/23/08	x	*
Visalia MM			
Whitleaf WG			

3. Discussions provided a wealth of information. Notes taken at the discussions are listed in Appendix A. Communications with individuals are listed at end of Appendix A. Communications with other Yearly Meetings and Friends organizations are listed in Appendix B.
  4. The subcommittee had conference calls on 9/16/08, 9/30/08, 11/11/08, 12/8/08, 1/08/09, and 1/13/09. The conference call on 1/13/09 was a joint meeting with the subcommittee, the treasurer of PYM, and two members of Finance committee, including the clerk of that committee. The subcommittee had an all day face-to-face meeting on 1/24/09. The proposal was presented to M&O at its 1/31/09 meeting. During these meetings, the data gleaned from research, drafts of position description, budget, supervisory structure, and Meeting discussion summaries were reviewed.
- C. Some Monthly Meetings received these queries during the visits:
1. What would be the best way for the coordinator to serve your Meeting?
  2. If you do not have youth in your Meeting/Worship Group, how would you like the Youth Coordinator to stay connected to your Meeting/Worship Group?
  3. What would you like to see a Youth Coordinator do?
- D. As the work of the committee evolved, the following queries were added to the discussions:
1. Does PYM need a person to coordinate youth activities year round?
  2. How could a full time or 3/4 time YC facilitate your Meetings desire to have teens active in your Meeting?
  3. What age group would the YC focus on?
  4. What should be in the YC job description?
  5. What are the hiring, oversight and firing processes?
  6. How much are we willing to pay for salary, benefits and travel expenses for the YC?
  7. Are we willing to increase MM assessments? How much?
  8. Are there other sources of income, grants, and donations?
  9. How much information do you want from M&O in order to approve a YC position?  
(This query was created in the moment after a few comments on process)
- E. Working on more clarity for the program budget and salary/benefits.
- F. Developing the Position Description and a supervision/support model.

- G. Clarifying the ages and numbers of young Friends to be served.
- H. Making documents available on the PYM website.
- I. Looking into collaborating with Quaker Center, Sierra Friends Center, and AFSC.
- J. Addressing the question of Guatemala, Hawaii, Mexico: How will the program serve Friends beyond California and Nevada?
- K. Establishing liaisons with related Yearly Meeting committees and affiliated bodies: PYM Religious Education Committee, PYM Children's Program Committee, JYM, Young Friends (YF), Quaker Center, Woolman semester, youth planners for both Quarterly Meetings, PYM treasurer, and PYM Finance Committee.

#### **V. ORIGINAL 2009 PROGRAM TIMELINE:**

- A. February: Post proposal for Meetings and representatives to review.
- B. March: M&O presents the proposal to Rep Com. Between RepComm and PYM annual session, Representatives and Meetings help to season and revise the proposal.
- C. July/August: Presentation of proposal to PYM.
- D. September: Should the proposal be approved, the Supervisory Committee would begin immediately the duties necessary to hire a YC:
  - 1. Meet, choose clerk, and assign tasks
  - 2. Write Goals, Policies and Procedures Manual, and Personnel Practices/Employee Handbook.
  - 3. Set up method of payroll.
  - 4. Send out requests for applicants.
  - 5. Interview applicants.
  - 6. Hire applicant.
- E. Given these tasks, hiring a YC before the end of the current fiscal year (9/30/2009) is not possible. A likely start date for a YC would be January 1, 2010
- F. We are currently in the 2008-09 fiscal year. Thus the increase in assessments would begin in the next fiscal year, 10/1/2009-9/30/2010.