

Youth Program Coordinator Supervisory Committee (YPCSC) Report to Representative Committee of Pacific Yearly Meeting

March 2013

Available Online at:

<http://www.pacificyearlymeeting.org/2013/pym-docs/ypc/ypc-evaluation-report-to-repcom-march-2013/>

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SUMMARY

For details, please see full text of report below and attached appendices.

Introduction: At PYM's 2009 Annual Session, Friends reached unity on a three-year "experiment" for a Youth Program Coordinator (YPC) and set up a Supervisory Committee which was charged with overseeing the program and presenting PYM with a formal program evaluation and recommendations for change. The first coordinator, Sarah Beutel, was hired in April 2010, and Alyssa Nelson (Davis MM) has served as YPC since August 2011.

Program Description and Accomplishments: The Supervisory Committee has interpreted the role of the YPC to be someone who facilitates intergenerational connections and the development of the spiritual lives of our youth in order to build PYM's capacity to support and integrate youth into the life of the Yearly, Quarterly, and Monthly Meetings. Important accomplishments of the YPC have included participating with and supporting youth and their adult allies in planning, traveling to, and attending yearly, quarterly, and regional gatherings; maintaining regular contact with teen, young adult, and older Friends through email, phone, video conference, and in-person meetings; visiting Monthly Meetings and Worship Groups (MM & WGs); and promoting intergenerational efforts throughout PYM, including in affiliated Quaker organizations.

Evaluation Outreach: To aid our evaluation of the youth program, we conducted two focus groups with teens and Friendly Adult Presences (FAPs) at Fall 2012 SCQM and CPQM, provided queries and solicited feedback from all MM & WGs, and conducted individual interviews with 23 Friends, including teens, young adults, and older adults. 24 MM & WGs responded. We also asked Finance and Nominating Committees for input.

Across the three sources of evaluation outreach data there was uniform appreciation for the contributions of the Coordinator to PYM, and, with the exception of 3 MM & WGs that responded, there was enthusiastic support for continuation of the program. Teens feel more integrated into the work and life of the Yearly and Quarterly Meetings and more integration between SCQM and CPQM. Friends noted that in addition to increased activity among PYM teens, there were also increased intergenerational connections. Friends consistently expressed special appreciation for the work of Alyssa Nelson, and many people noted that the strength of the program was a reflection of her skills and deep knowledge of the PYM community.

The Supervisory Committee met in person this February to produce the evaluation report and try to discern where Spirit was leading us. We considered the following query that had been posed by one of the interviewees: "As a result of the program, how has the truth been advanced among us? How is our spiritual understanding and inward light shining more brightly?" We see the youth program and the YPC as helping Friends deepen our individual, corporate, and intergenerational experiences of our testimonies of community,

unity, integrity, and equality. We have become a more integrated and whole community. Teens from northern and southern California are more likely to worship and play together, and there have been more intergenerational activities at all levels of PYM. One Friend observed that thanks to the program her teenage son “is more at ease, and sees adults more now as people, and less as a distant but related species!” We are more aware of the inequalities that exist among us based on age, and we are acting to decrease them.

Recommendations: The Youth Program Coordinator Supervisory Committee recommends approval of the following minute:

Proposed Minute: Pacific Yearly Meeting will continue to support the paid Youth Program Coordinator position.

The committee expects to participate in the usual PYM budgeting process via Finance Committee and will recommend that the program’s budget be adjusted for inflation as needed, and for any other changes in program costs deemed necessary.

We recognize that there may be some outstanding concerns and questions that will need to be addressed in the process of coming to unity. We also recommend that PYM should begin seasoning for later resolution a number of practical and strategic questions our committee has been discussing, such as benchmarks for evaluations, nominations to the Supervisory Committee, and personnel policy issues raised by long term employment of a YPC. Our committee sees a need within PYM to expand the reach of the youth program, as did most Friends contributing to this evaluation.

We, the Supervisory Committee, are grateful for our opportunities to serve PYM through this program. We deeply appreciate all the comments, suggestions, and support that we have received from countless Friends throughout the evaluation process that provided the basis for this report and recommendations. We look forward to seeing how Way opens.

Supervisory Committee Members:

Older Adults: Kate Watkins (Clerk, Santa Monica), Lanny Jay (Redwood Forest), Mary Klein (Palo Alto), Steve Leeds (San Francisco), Jim Summers (La Jolla)

Teens: Clare Griese (La Jolla), Nathan Walker (Palo Alto)

Young Adults: Cara Arcuni (Palo Alto), Sophie Brinker (Woolman/Santa Cruz)

Former Members: Elizabeth Boardman (Davis, Older Adult), Marc Lichterman (Berkeley, when a teen), Rebekah Percy (La Jolla, when a teen), and Marie Vastola (Live Oak / Monterey Peninsula, when a teen)

INTRODUCTION AND OVERVIEW

At the Annual Session of Pacific Yearly Meeting in 2009, Friends approved a three-year “experiment” for a paid Youth Program Coordinator (YPC) and set up a Supervisory Committee which was charged with hiring the Coordinator, overseeing the program, presenting written annual reports, conducting a formal evaluation of the program at the end of the three-year term, and making recommendations for possible changes. As a committee, we also decided to be actively engaged in the work of the program with the Coordinator, not just oversee it.

This document is the three-year evaluation since the hiring of the first Coordinator in April 2010, and it is being presented for consideration at PYM’s Representative Committee Meeting in March 2013. It includes a description of the program, a list of accomplishments, a summary of our outreach evaluation findings, and recommendations for moving forward. We also include a number of appendices with further background and details, including the full texts of responses from Meetings and Worship Groups (MM & WGs). This report will be posted on the PYM website.

Alyssa Nelson has served as our Youth Program Coordinator (YPC) since August 2011. Prior to Alyssa’s tenure as YPC, the role was filled by Sarah Beutel from April 2010 through July 2011; we thank Sarah for the foundational work she did with our committee and with PYM.

The YPC is guided and supported by the Supervisory Committee clerked by Kate Watkins (Santa Monica). Committee members include teens Nathan Walker (Palo Alto) and Clare Griese (La Jolla), and Young Adult Friends Sophie Brinker (Woolman / Santa Cruz) and Cara Arcuni (Palo Alto). Older adult members are Lanny Jay (Redwood Forest), Mary Klein (Palo Alto), Steve Leeds (San Francisco), and Jim Summers (La Jolla). Elizabeth Boardman (Davis) was a member of the committee from the beginning through December 2012, and Nominating Committee is looking for a new member to fill the vacancy. Other teens (now young adults) who have served on this committee include Marc Lichterman (Berkeley), Rebekah Percy (La Jolla), and Marie Vastola (Live Oak / Monterey Peninsula).

We meet twice a month by conference call and twice a year in person. Alyssa meets weekly with her program supervisor, Mary Klein, and as needed with the administrative supervisor, Lanny Jay (previously Elizabeth Boardman). We want to express our continued gratitude to Ed Flowers, Treasurer of PYM, who carries out payroll, maintains our insurances, works with the YPC to track expenses, and keeps us apprised of availability of funds.

PROGRAM DESCRIPTION AND ACCOMPLISHMENTS

This section provides an overview of the program, accomplishments, and future plans. Further detail is available in the attached Appendices, including lists of goals and objectives, events involving the YPC, visits to Meetings, and publications. Considering this program information along with the input we gathered from beyond our committee, we created the recommendations that follow in this report.

The original proposal asks us to evaluate the program against certain benchmarks and questions (see Appendix for excerpts from that proposal). We have done our best to include and respond to them in the sections below.

Program Description

According to the original proposal, “The purpose of hiring a Youth Program Coordinator is to enhance the spiritual development and nurture of our teens and young adults. The Youth Program 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.” Staying true to our understanding of the intent of the original proposal and to how Spirit has led us, we have molded the role of the YPC to be someone who facilitates intergenerational connections and the development of the spiritual lives of our youth in order to build PYM’s capacity to support and integrate youth into the life of the Yearly, Quarterly, and Monthly Meetings and our other Quaker organizations. We also believe that this model puts the work of creating an integrated community squarely where it belongs -- into the hands of the community, not into the hands of a single person.

In 2011 the Supervisory Committee developed a detailed “Goals and Objectives” document (see Appendix), which has helped guide the creation, development, execution, evolution, and evaluation of the youth program. While the goals, objectives, and activities of the program and the YPC’s job have been constantly evolving as Way opens, the result is quite similar to what was envisioned in the original proposal: “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 YPC 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 YPC.”

Accomplishments

Between Sarah and Alyssa, the YPC has participated in and/or supported youth and their adult allies in planning, traveling to, or preparing activities for the following events (see Appendix for detailed calendar):

- 3 Annual Sessions of PYM/JYM (2010, 2011, 2012)

- 14 Quarterly Meeting events
- 3 Ben Lomond Quaker Center workshops, including an intergenerational workshop noted below
- 1 youth camp
- 4 Adult Ally / FAP Workshops
- And numerous meetings with the constituent committees related to these events

The YPC has also maintained regular contact with teen, young adult, and older Friends through email, phone, video conference, and in-person meetings, including a total of 44 visits to 28 of the 43 Meetings and Worship Groups in California and Nevada (see list in Appendix).

According to the original proposal, “[i]n addition to coordinating the existing 6 youth gatherings per year (and 1 currently every other year), the Youth Program Coordinator will eventually coordinate at least two new gatherings annually.” The YPC and Supervisory Committee have so far met this goal of coordinating new youth programs in PYM by providing consultative and/or hands-on support in the creation of the following events (past or forthcoming):

- 1 JYM Camping Trip (Big Sur, 2010)
- 1 YAF Camping Trip (Joshua Tree, 2011)
- 1 Intergenerational Workshop at Quaker Center (2012)
- 3 teen retreats (Palo Alto, Spring and Fall 2012; Orange Grove, Spring 2012)
- 2 Peace Action Camps (Quaker Center Camp / La Jolla: July 2012, July 2013)
- 1 Spring Work Camp (Quaker Oaks Farm, Visalia CA: March 2013)
- Although thus far we haven’t organized a pre-PYM immersion program (like the former Shalom/Koinonia/2008 ones), we are working on it for July 2013.

In addition to the two YPCs, members of our committee have been directly involved in this program work.

[Has] the number of participating youth increased? Has the ratio of participating girls increased? How much and from what MM’s and/or geographic area? Are the policies and procedures being followed by the YPC, FAPs and the youth? The YPC has recorded the participation of 85+ teens (unduplicated count) from at least 20 different Meetings and Worship Groups, along with a few unaffiliated youth, in the events listed above. The original proposal for the YPC program estimated that 350 teens and young adults (ages 13-35) were listed in the CPQM and SCQM directories (year 2008). The original proposal did not establish a measure of youth participation in events throughout PYM before the YPC initiative started, so we lack the information needed to determine whether having a YPC has increased youth participation in general (or participation by girls in particular) relative to pre-program days. However, *during* three years of program activity, we (and some of the

interviewees) have noted slight increases, especially of youth whose parents had previously been reluctant to allow them to participate. Circumstances also make it difficult to assess changes in participation; for example, the 2012 Annual Session was held later than usual, at a time when many youth had already returned to school and could not attend; although a significant number of usual attenders couldn't come, a number of new teens came, so the participation numbers in 2011 and 2012 look similar although the individuals were different; we suspect that attendance would have been higher if the annual session had been held on the usual dates. Attendance is also affected by external factors such as SATs, sports, band, school, college apps, etc. There are only a few Meetings with a critical mass of teens; the regional gatherings are the main draw for most PYM teens.

Although we don't have benchmark numbers from before the program started, we have heard from parents that they feel more safe and confident about sending their children (especially their daughters) to events since the YPC has been in place. There does seem to be an increase in the number of girls, however that might also be due simply to demographic fluctuations as age cohorts move through the teen years (i.e., there are different gender ratios per year of birth and a small total population). JYM has made a number of changes in the way they run the annual session teen program, such as gender-separated sleeping, that has put concerned parents and youth at ease.

Are the gatherings effectively incorporating the intended program content? We did not, as suggested in the original proposal, develop a standardized evaluation form to use at all events. Instead, each event conducts its own evaluation. Friends who participate seem eager to share what went well and what could be improved, and the teen-adult planners for each event take that feedback and make changes at successive events. In the observations and opinion of the YPC, the quality of the events has been continually improving, and the planning committees have said that they greatly appreciate the YPC's help in streamlining planning processes, creating systems, and sharing best practices among the groups "like a bee pollinating flowers."

Has the PYM community provided the needed volunteer support on committees, as FAPs, etc? The adult committees that support the teen programs for the two Quarterly Meetings have been becoming much stronger while supporting stronger youth leadership. At least 12 new FAPs have volunteered to help at various teen events over the last 3 years. As an interviewee stated, "With the new FAP training, the role of the FAP is much more effective and positive than in the past, FAPs feel more empowered to step up and say when activities don't support our Quaker values – they have tools to work with." In a focus group we heard, "The FAPs know what to do and don't have to guess what the job is." Teens and FAPs both noted that these workshops help bring in new people and get them oriented, that it "helps lift the weight off the few," and that an increased feeling of continuity makes it easier to volunteer. The expansion of the pool of adult volunteers has also been providing an expanded program role for Young Adult Friends, who seem to be enjoying

connecting with each other as well as the teens. There is still plenty of room for growth here, but we are on our way.

Future Plans

This section includes plans for the rest of this year, as well as potential plans for upcoming years if PYM comes to unity to continue the youth program and the YPC position.

Considering the level of appreciation expressed from Quarterly Meetings and Yearly Meeting, we plan to continue providing support for their teen programs; this support has worked best having the YPC in a consultative role for the teen-adult joint planning committees as well as serving as an on-site resource. The intergenerational activities planned by or with the YPC have also been well-received, and will continue to evolve along with the needs and capacity of the Quarterly and Yearly Meetings, with the goal of developing skills in other Friends who could take on such roles. We are still figuring out how best to support Monthly Meetings to build and maintain strong youth programs and to do outreach to young adults in particular.

We have started to add greater emphasis to attending to the needs of Young Adult Friends (YAFs), and are working on this in four ways: 1) Supporting the YAF clerks throughout the year, 2) Organizing something at the annual session regarding how to aid transitions out of JYM and foster greater connection between the YAF group and the whole of the Annual Session, 3) Serving as a resource to Monthly Meetings and Worship Groups who want to better meet the needs of YAFs and increase the numbers of young adult participants, and 4) Organizing a pre-PYM immersion event for young adults and older adults, following the Shalom/Koinonia model held in previous years.

In addition to continuing and building on the work we've done so far, there are a few new things in the works. This year we have been developing a Spring Youth Work Camp in collaboration with Quaker Oaks Farm in Visalia and the PYM Unity With Nature Committee, to be held the last week of March 2013. This year's Adult Ally / FAP Workshops are scheduled for April 6th in Sacramento and May 4th in Santa Monica.

Last year the YPC helped with Quaker Center's new high school camp (Peace Action Camp), and this year she will be supporting growth of the El Salvador Service Learning trip and developing a working relationship with the new head of school and staff of Sierra Friends Center / Woolman Semester School. If the PYM Youth Program is continued, we imagine that the YPC will continue to collaborate with Quaker organizations, probably by rotating her time among the different organizations. We will also be able to begin to make connections with Hawaiian, Guatemala and Mexico City MMs.

EVALUATION DATA FROM OUTREACH

In addition to considering our accomplishments so far and our intentions for the future, we reached out to Meetings, Worship Groups, committees, and individuals to hear their experiences and ideas as a way to further evaluate the youth program and the effects of having a Youth Program Coordinator. This section describes what we heard through interviews, focus groups, and written responses to queries.

Methods. We used three main sources of data for the outreach evaluation: focus groups with teens and Friendly Adult Presences (FAPs), queries to monthly meetings and worship groups, and individual interviews. We also contacted Finance Committee and Nominating Committee for their input, and we discussed our own reflections as a committee. The Appendices contain the queries and responses from monthly meetings and worship groups, the queries and summary from the focus groups, and the list of interviewees and summary of their responses.

Focus Groups. In the fall of 2012 we conducted two focus groups with teens and FAPs. The first was held in October at College Park Quarterly Meeting and consisted of 16 teens. The 3 FAPS were invited by the teens to participate. Nathan Walker facilitated, and Jim Summers took notes. A similar group was held at Southern California Quarterly Meeting in November, facilitated by Clare Griese, and Jim Summers again took notes. 14 teens participated in the second group, with input from 4 FAPs. In both cases, the participating FAPs were primarily young adult Friends, and teen input predominated.

Input from Monthly Meetings and Worship Groups. We invited all Monthly Meetings and Worship Groups throughout California and Nevada (a total of 43 communities, 30 in CPQM and 13 in SCQM) to consider a set of queries that we provided about the program, and to report their observations to us. Twenty-four (24) communities (22 Meetings and 2 Worship Group) responded: 19 from CPQM, 4 from SCQM, and 1 from Mexico. The responses from these communities were similar to -- albeit significantly more enthusiastic a year later than -- the 23 responses (17 CPQM, 7 SCQM) received during the interim evaluation last year (in 2012), which gives us a sense that we have received responses that are reasonably reflective of the range of experiences and opinions throughout PYM regarding the YPC program.

Individual Interviews. In addition to seeking reflections from Monthly Meetings and Worship Groups, we interviewed 23 individual Friends (5 teens, 5 young adults, and 13 older adults) to explore their experiences with and reactions to the YPC initiative so far. We contacted a cross-section of PYM, representing CPQM and SCQM, teens through adults, parents, and Friends in leadership positions (especially of the Quarterly and Yearly teen program committees); we also reached out to some Friends who had previously expressed concerns about the YPC program. These conversations were

guided by queries similar to those posed to the monthly meetings.

Results. Across the three sets of responses we gathered from Friends, there was much consistency regarding the positive contributions that Friends see the Youth Program Coordinator making to PYM, along with overwhelmingly (though not quite universal) enthusiastic support for continuation of the program. Compared to the interim evaluation conducted last year, we noted a marked increase in the overall level of enthusiasm. A Friend noted *“a general sense that there is new life.”*

Almost half the teens who participated in the focus groups generally do not attend their monthly meeting and only participate in regional meetings of Friends; they reported these regional meetings as primary to the development of their identity as Quakers and to the growth of their spiritual lives. By arranging transportation, providing publicity, training FAPs, and generally facilitating connections among teens and between teens and adult organizers, the YPC has been an essential catalyst to the growth and vibrancy of these regional meetings, the strengthening of the sense of community among teens and adults, and the spiritual growth of these teens. *“The YPC gave us the ability and permission to organize ourselves; we did stuff we wouldn’t have done otherwise.”* Many youth especially emphasized that by providing encouragement and practical help with transportation, the YPC made possible their participation in the regional gatherings. *“Just knowing they have one ally they can turn to is empowering.”*

Teens feel more integrated into the work and life of the Yearly and Quarterly Meetings through the YPC program, and they also feel more integration between the northern and southern quarters. A few concrete examples of this integration are: the attendance of teens from both quarters at recent clerking workshops at Ben Lomond Quaker Center, the service provided by 18 teens from both quarters to the FCLCA fund-raiser in Palo Alto last September, and intervisitation to each other’s quarters at 4 Quarterly Meetings (1-2 visitors per event). The YPC was integral to encouraging attendance and helping with travel logistics. Isolated Friends in particular note the importance of having a liaison and an ally; a parent wrote, *“I would like to reiterate how invaluable having a youth coordinator has been, especially because I have three children and live in Southern Nevada. Our worship group consists mainly of my family and two other people, with no youth other than my own children. Having a youth coordinator has meant my teenager has a connection with the wider Quaker youth.”*

Friends noted that in addition to increased activity among PYM teens, there were also increased intergenerational connections, and connections between teens and some PYM committees such as Peace and Social order and Unity with Nature. A teen noted that he *“really likes chat boxes during meals,”* *“Worship Sharing at the annual session with older friends was awesome,”* and *“getting to know the adults better is important.”* One Friend observed that thanks to the program her teenage son *“is more at ease, and sees adults*

more now as people, and less as a distant but related species!" All Friends spoke to the sense of increased inclusivity and cohesion within the yearly and quarterly meetings.

"In my personal opinion, I think what the Coordinator is doing now is exactly what is needed. It appears that she is trying to create more opportunities for the JYMers to connect between PYM's annual session, to create more ways for adults in the yearly meeting to get involved with the youth, and to reach out to monthly meetings (to the degree she can given the vast geography involved) to help them connect with their youth and help their youth connect with youth in other monthly meetings. I think that is an excellent start for PYM to begin to shift its way of thinking about its youth (as people rather than as a distant but related species)."

Of the monthly meetings/worship groups that responded, most had few or no young people, and all but three reported that they felt strongly that the program should be continued. Two meetings felt that the cost of the position was burdensome, and one meeting felt the money could be better spent. For example, here is a sample of comments we received (see Appendix for full set):

- *"The survival of the Religious Society of Friends depends on the infusion of vitality and participation from youth; we believe the world wants what we can give."*
- *"Support of the Youth Coordinator is akin to support of public schools even if one has no children--it should be done for the good of the greater community of Friends."*
- *"We agree that the financial support for the Youth Program Coordinator is a burden, but a burden that we can carry, and we find it money well spent and we support continuing this activity."*
- *"We are a small, somewhat isolated Monthly Meeting. We had a large teen group, most of whom have moved on. Our economic situation makes it difficult for us to pay for this. But we see value in the YC, even though we are not directly influenced. Her work has impacted the PYM Youth Program, which is more vigorous and of better quality. We would like to maintain this quality by having a full-time person and a PYM support committee. We are members of Pacific Yearly Meeting, and we honor that connection. It is so important for Quakers that we support our youth. We don't see how we could do that plus "build intergenerational community, and enhance the experience of our Quaker faith" without a full-time Youth Coordinator."*
- *"Though the assessment did require us to lower our Christmas giving two years ago, we fully recognize the need for the coordinator, and therefore do not consider the financial support to be a "burden." A lower assessment would not displease us, so long as it doesn't jeopardize hiring a quality person into the coordinator position."*

- *“Yes it is financially burdensome to our Meeting as our membership stands at eight. We have paid less than full assessment after it was increased to pay for this position. This level has even impacted our giving to other Quaker organizations.”*
- A large Meeting noted that increasing their contribution *“might lessen the burden on other, smaller, less financially secure meetings.”*

Many spoke to the aging of the Quaker community and the need for outreach and growth. Some expressed the opinion that meetings need strategies for attracting young people and “growing new Quakers,” so we do not go the way of the Shakers.

Many Friends were generous with advice and enthusiasm for new ways for the program to expand its reach and impact. Several suggested that the program should sponsor more local gatherings among teens from Meetings that are relatively close together. Many suggested more youth events that could involve service projects, could be scheduled on weekends on a quarterly basis, could involve non-Quaker teens, and could involve experiences with people of diverse backgrounds. Friends advised that the internet should be used more vigorously to further connect Friends, explore our Quakerism, and facilitate gatherings. This could allow us to reach and include youth in Hawaii, Guatemala, Mexico City, and elsewhere.

Throughout our evaluation conversations, Friends expressed uniform appreciation for the work of Alyssa Nelson as the current Coordinator, and many individuals noted that the strength of the program was a reflection of her skills and deep knowledge of the PYM community. Several Friends stated in individual interviews that the success of the program has been due in part to Alyssa’s strong background in youth programs, community organizing, and advocacy, and due to her strong ability to make connections between disparate groups and individuals. A young Friend observed that the YPC *“sees the gifts in different committees and different age groups and is able to connect them to each other. She doesn’t have to do everything, but she sees the overall picture.”* She noted that this was in contrast to other youth programs across the US and Canada that she knows.

One Friend asked about the YPC program, *“How has the truth been advanced among us? How is our spiritual understanding and inward light shining more brightly?”* At our in-person Supervisory Committee meeting in February 2013, we found this to be an important query to consider: whether the program has deepened our spiritual lives, both as individuals and as a community. Our committee sees that the work of the YPC has indeed helped Friends throughout PYM to deepen our individual, corporate, and intergenerational experiences of our testimonies of community, unity, integrity, and equality. PYM has become a more integrated and whole community. We feel closer. We find unity easier to discover. Teens from northern and southern California are more likely to worship, do service, and hang out together, and there have been more intergenerational activities at all levels of PYM, including play, fellowship, worship, worship sharing, and other activities of

spiritual depth. Teens have a voice in the larger community, and their voices are valued and respected. We remembered a time when youth were largely silent, hushed, unheard, or ignored in the organization, and some youth felt marginalized and alienated. We are more aware of the inequalities that exist among us based on age, and we are acting to decrease them. This experience is teaching us that even if Friends don't always agree, we can speak to each other and listen to each other in a spirit of faithfulness, and that this brings us closer together and closer to the Truth that we all seek.

Still, we hear some Friends longing for something more, something even deeper, like a Meeting that wrote, *"Some of us believe that the Youth Program Coordinator position should be refocused (or dissolve the position) to have a wider focus, that being all inclusive outreach to the general membership."* Although there were a few suggestions that the YPC position be expanded or changed into something like a General Secretary position, we believe the desire for creating a different position or significantly different job description is beyond our committee's purview and should be given separate discussion. Additionally, we would be concerned that having the YPC split her focus would detract from the important attention now paid to younger Friends and reduce the momentum we have developed so far. *"At the moment the children of [our] Meeting are too young to take advantage of PYM's youth program. We hope that the program is there when they are of an age to take advantage of it."*

RECOMMENDATIONS

Based on what we have heard in our two formal evaluations of the YPC program (in 2012 and 2013) and in our committee's discernment process, we recommend that the YPC program continue. We propose the following minute for consideration.

Proposed Minute: Pacific Yearly Meeting will continue to support the paid Youth Program Coordinator position.

We also recommend as a practical matter that the program's budget should be adjusted for inflation as needed. The committee expects to submit proposed budgets this year and each subsequent year of the program to Finance Committee through the usual PYM budget process. Over the last two years, the program budget has absorbed several inflation-related increases in program expenses by shifting funds between line items within the budget, but this cannot be a long-term solution. The original proposal called for Cost of Living Adjustments (COLA) for the employee when warranted by changes in the economy, and the 2012-2013 budget did include a COLA. We want PYM to be aware of these needs and not to expect that the budget will remain static. Travel and health benefits are two other larger budget items that might need adjustment from time to time, as well as the cost of insurance, bank fees, etc. Changes in program priorities might also necessitate budget

changes, however there are reserve funds for such purposes as well (see excerpt from original proposal in Appendix).

The committee will continue to handle most personnel issues internally. We are updating the personnel policies to establish jury leave and unpaid leave policies, and we have made minor adjustments to vacation and sick leave policies. These changes are revenue neutral or of small enough import to have been dealt with within the existing budget.

Further, the committee recognizes that the work of building intergenerational community throughout PYM -- with a special emphasis on building community with our youth -- is work that is still in formation. Indeed, this is the ongoing work of our spiritual lives as Friends -- the work of seeking to live our Testimonies of community, unity, integrity, and equality. Along with all the Friends who contributed to this evaluation, our committee sees a need within PYM to expand the reach of the YPC program and to increase its impact, especially to Young Adult Friends and the transitions into and out of the teen programs. We gratefully take note of the constructive suggestions that Friends have provided in this regard.

Unresolved Issues / Open Questions. We recognize that there may be some outstanding concerns and questions that will need to be addressed in the process of coming to unity. If the youth program continues, we also recommend that PYM develop processes for seasoning and resolving a number of practical and strategic questions. One such process could be that PYM could hold a threshing session at the Annual Session or set up interest groups, and then take a year to season and resolve the questions. Alternatively PYM could refer some of these questions back to our committee. Below we list some of the open questions we are aware of:

Nominations for the Supervisory Committee

- What should be the terms of Supervisory Committee members? Our sense is that they should be three-year terms, staggered such that two members rotate off and two new members join each year. (Currently all committee terms are set to expire at the 2013 Annual Session, while the program is set to continue at least through September 2013.)
- Can we release Nominating Committee from the strict quotas for filling the our committee member slots? While we agree it is important to have broad representation, it seems cumbersome and unnecessary to require Nominating to fill strict quotas. Currently, they are asked to fill the slots with:
 - One member of PYM M&O suggested by M&O.
 - One member of JYM Adult Committee suggested by JYM Adult Committee.
 - One parent of a teen suggested by the clerk of PYM.
 - One adult member of the CPQM suggested by CPQM.
 - One adult member of the SCQM suggested by the SCQM.

- (One person may represent 2 of the above 5 positions)
 - One at-large member.
 - Ex officio: Youth Program Coordinator Supervisor
- Note that the YPCSC also appoints 2 teens and 2 young adults to our own committee. The YPCSC chooses to responsible for nominating these Friends because it is an opportunity for us to get to know more of the youth, because teens and young adults are often not able to commit to 3 year terms, and because we want to offer the opportunity of committee service to as many younger Friends who are interested and available.
- Also note: instead of having one direct supervisor, we found it preferable to have a 'Program Supervisor' and an 'Administrative Supervisor,' both to spread out the work and to separate duties. We do not feel it necessary to consider the Supervisor(s) as ex officio to the committee; that person can be chosen by our committee from the 6 committee members appointed by Nominating Committee.

Employment structure

- What should be the employment classification of the YPC position? Do we expect this position to be filled on a short-term basis by successive individuals? Do we see this as an entry-level position? If not, do we wish to consider salary policies such as longevity or merit increases consistent with a career position? Should it be a long-term temporary position in which an employee grows professionally for several years and then moves on? Should it be a career-track position in which an employee grows professionally over the long term by expanding their range of responsibilities for PYM? Is there some other model that would be appropriate? Do we expect to pay salaries commensurate with similar jobs in other organizations or with the Coordinator's professional qualifications? Do we wish to consider possible ill effects of low compensation on the resume of a former coordinator seeking career advancement? Do we want to provide retirement benefits?
- How should the program's budget be adjusted to reflect decisions above, namely, whether the YPC position is an entry-level position, a long-term temporary position, a career-track position, or some other type of position, and the benefits associated with the chosen type of position?

Ongoing evaluation

- If the program continues, are there any particular benchmarks for evaluation that PYM would like the Supervisory Committee to track? We recommend the committee conduct personnel evaluations annually and program evaluations every two or three years. Results of the bi-or tri-annual program

evaluation would be reported to PYM's Annual Sessions.

CLOSING

The YPC Supervisory Committee and the Coordinator are grateful for our opportunities to serve PYM through this program, and we appreciate all the support that we have received from many Friends throughout the evaluation process who provided the basis for this report and for these recommendations. We look forward to seeing how Way opens.

APPENDICES

Please see separate documents at:

[http://www.pacificyearlymeeting.org/2013/pym-docs/ypc/ypc-evaluation-report-to-r
epcom-march-2013/](http://www.pacificyearlymeeting.org/2013/pym-docs/ypc/ypc-evaluation-report-to-r
epcom-march-2013/)