

# More About Friends General Conference

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Here are some brief responses to questions received from Pacific Yearly Meeting. You will find income and expense statements at the end of this document.

## **FGC PROGRAMS ADDED AND LAID DOWN SINCE 2008**

### **Added**

Spiritual Deepening Program, 2014

*This is FGC's current religious education program including options for adults, intergenerational groups, and children-only groups. It also includes online retreats which serve both seasoned Friends and those curious about the Quaker faith.*

Quaker Cloud, 2012

New Meetings Project, 2012

Stewardship Services, 2011

*A planned giving program was established in 2009. In 2011 it morphed into the Stewardship Services program which focused on supporting Friends to do financial planning and then considering charitable giving as part of estate planning. The program did not include direct requests for gifts to FGC (though some clients did indicate that they included FGC in their estate plans).*

Quaker Quest, 2008

### **Laid Down**

Traveling Ministries Program, 2015

New Meetings Project, 2015

*This project was started with major grant funding with the knowledge that FGC would be able to continue it only if significant sources of future funding were identified. Such funding was not forthcoming.*

Quaker Quest 2015

*After several years of significant impact, Quaker Quest seemed to be coming to a close on its own. Engagement by monthly meetings was very low in the last year.*

Stewardship Services, 2016

### **Substantially Reduced**

Youth Ministries Program, 2010

*The Youth Ministries Coordinator position was laid down in 2010. FGC continues some youth ministries, especially at the FGC Gathering.*

### **Now Independent**

Couple Enrichment, 2016

## **CURRENT FGC PROGRAMS**

The FGC Gathering

QuakerPress

QuakerBooks

Quaker Cloud Services

Quakerfinder.org

Faith & Play publications

Spiritual Deepening Program:

- Small, in-person groups
- eRetreats
- Welcoming Friend Project

Ministry on Racism

Institutional Assessment on Racism

Training for young clerks of FGC Gathering high school and young adult programs

The Friends Meeting House Fund

Yearly Meeting Visitors Program

Christian Interfaith Relations Committee

## **The Impact of Laying Down Stewardship Services**

The Stewardship Services financial planning process was, by design, a highly confidential process to help clients feel comfortable that their financial privacy would be maintained while being assisted with their end of life financial planning. Therefore, a number of clients did not disclose whether they included FGC in their estate plans. As a result, we do not have clear data indicating the impact of laying down Stewardship Services on future gifts to FGC. Anecdotally, we know that a few Stewardship Services clients decreased their annual giving because the program was laid down. The service itself was a form of pastoral care that was deeply loved and appreciated by the Friends who used it. With that said, the FGC annual budget is much improved, because the program cost approximately \$140,000 a year. Furthermore, the program served a small number of Friends and many of the planned gifts that we do know about for FGC were not going to mature for several decades. FGC is continuing to partner with Everence to offer Financial Planning Mini-Workshops at the Gathering, and is continuing to refer Friends to Everence financial planners when appropriate. There is planned giving work happening, and it is a priority of the current Development Committee to increase these efforts.

## **The Role of Affiliated Yearly Meetings in Initiating/Laying Down Programs**

Affiliated Yearly Meetings initiate and lay down programming through the representatives appointed to FGC's Central Committee by the Yearly Meetings. Central Committee uses traditional Quaker process to reach a sense of the meeting on the issues that come before it.

The FGC Central Committee meets for four days once per year. It is solely responsible for:

- Making final policy decisions affecting the Friends General Conference organization and program
- Approving the annual budget
- Making changes in the corporate by-laws

Most of the members of Central Committee are involved in other FGC's Committees such as Finance, Long Range Conference Planning, Committee for Nurturing Ministries, etc. Most Central Committee members, therefore, have direct, year-rounds experience of FGC's work.

The majority of Central Committee is composed of persons from affiliated yearly meetings, monthly meetings, and associations most of whom are appointed by their Yearly Meeting. (There are also co-opted members asked to serve by the FGC nominating committee for special knowledge and skill—more below.) To better represent Friends, a wide age distribution is encouraged, including at least one Young Friend (high school age) from each yearly meeting. Affiliated meetings with three or more appointees name one-third of their appointees each year. Unless otherwise noted, terms are for three years, with a maximum of six consecutive years. Exception to these terms is made after discernment of the need of the organization and the gifts of the individuals.

### **Central Committee Membership Categories are:**

- Appointed by Yearly Meetings: Affiliated yearly meetings and associations are asked to name two appointees for every 500 members. Those with fewer than 1,000 members are asked to name up to three appointees. Monthly meetings directly affiliated with FGC are asked to name one appointee. Monthly meetings in close geographic proximity may, if they choose, name one appointee jointly to represent each monthly meeting.
- Ex officio: Presiding Clerks of affiliated yearly meetings and associations
- Co-opted: Friends who are appointed by Central Committee to serve independently from the yearly meeting appointees on a specific project, usually lasting one to three years. Persons co-opted for Central Committee service may not be co-opted for more than six consecutive years in any position.

### **Others who may attend Central Committee sessions but are not members:**

- Observers—Staff from affiliated meetings, appointees from unaffiliated yearly meetings, and/or visitors from other Quaker organizations invited to attend by either the General Secretary or the Presiding Clerk of FGC.
- Invited Members—Persons invited by individual committees to participate in the work of the committee or its subcommittees or working groups
- Corresponding members—Friends who wish to keep in touch with the work of a particular committee and receive its minutes, but are not engaged with its work.

### **Attempts to Better Utilize FGC's Representative System**

FGC is aware that some Yearly Meetings have felt that the representative system has not adequately represented the needs of Yearly Meetings, especially at time when FGC's budget has been stressed and the program mix has been changing. In an attempt to address this FGC has engaged in a few efforts to improve efficacy, while also attempting structural reform that will be shared shortly. These efforts have included:

- Encouraging the attendance at Central Committee of affiliated YM Presiding Clerks and General Secretaries. (We recognized due to work loads and travel time/cost this is not always feasible).
- Encouraging YM Presiding Clerks and General Secretaries to hold a conference call or calls with their representatives ahead of Central Committee so that there is a shared sense of the needs of the Yearly Meeting.
- Holding quarterly or semi-annual conference calls between Yearly Meeting leadership and the Presiding Clerk and General Secretary of FGC to discuss current issues.
- At 2017 Central Committee, we held a panel presentation so that a few YM Presiding Clerks and General Secretaries could directly address Central Committee with their concerns and aspirations for FGC.

### **Governance Reform Efforts**

FGC is very aware that many Friends consider our governance to be too large, unwieldy, and slow to make changes. Simultaneously, some Friends consider our governance too hierarchical with too much decision making being centered within some of the some of the administrative committees and staff. We have been seeking a solution that will engender more participation and input while also facilitating effective and timely decision making.

Two years ago, a governance reform proposal was brought forward to Central Committee. It was rejected and that particular proposal was laid down. That model would have likely streamlined decision making by shrinking the size of Central Committee to 60-70 individuals from the current level of 115-125. However, Central Committee worried that this model would further centralize decision making. We learned a lot from that effort both concerning content and process.

Currently, there are three proposals being explored related to governance reform. After further seasoning this spring and summer, we expect that one or two of these models will come before Central Committee in October. The goals of all three models are to streamline decision-making, increase the programmatic impact of staff, facilitate fiscal responsibility, and invite wider responsibility for the direction and work of the organization. They each use different methods and configurations to achieve this.

For one of these models, some Friends are excited by the prospect of using Dynamic Governance tools, originally pioneered by Friends in the Netherlands, to create a new model of work and governance at FGC. The hope is to better reflect the egalitarianism that Quakers have always sought to achieve.

In parallel to and informing this effort is FGC's Institutional Assessment on Race. Our plan is to incorporate learnings and recommendations from the assessment into the governance reform effort so that we might better live into Friend's testimony on equality.

As you can see, there is much work to do between now and the 2018 Central Committee meeting to see what might best work. While Pacific Yearly Meeting may or may not choose to affiliate this summer (whatever is best for PYM), any insights from Pacific Yearly Meeting Friends that may help FGC strengthen as an organization are deeply appreciated.



	2012 ACTUAL	2013 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 BUDGET
<b>OPERATING INCOME</b>						
CONTRIBUTIONS	628,743	684,676	670,366	694,892	641,527	614,000
PROGRAM INCOME	877,403	807,088	850,823	682,332	741,763	583,769
OTHER INCOME	29,686	30,784	33,447	68,688	61,345	42,400
<b>TOTAL OPERATING INCOME</b>	<b>1,535,832</b>	<b>1,522,548</b>	<b>1,554,636</b>	<b>1,445,912</b>	<b>1,444,635</b>	<b>1,240,169</b>
<b>OPERATING EXPENSES</b>						
PERSONNEL	1,348,968	1,344,925	1,325,224	1,212,089	1,000,960	938,680
TRAVEL	121,859	143,445	171,248	117,323	89,248	118,557
CONSULTING	103,107	45,218	70,729	36,642	79,077	111,776
GATHERING & CONFERENCES	484,232	455,892	466,447	347,916	473,000	299,180
COMMUNICATIONS	26,457	21,105	27,355	34,844	52,849	52,700
BOOKS & PUBLISHING	20,834	14,005	2,866	3,449	6,363	12,350
ADMIN SERVICES	101,677	120,280	118,840	123,439	125,169	91,542
OFFICE & INFRASTRUCTURE	143,775	150,203	160,013	159,633	122,887	110,451
TRANSF TO BALANCE SHEET	(13,050)	(24,684)	(2,269)	-	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>2,337,859</b>	<b>2,270,389</b>	<b>2,340,453</b>	<b>2,035,335</b>	<b>1,949,553</b>	<b>1,735,236</b>
<b>NET INCOME Before Releases</b>	<b>(828,127)</b>	<b>(747,840)</b>	<b>(785,816)</b>	<b>(589,423)</b>	<b>(504,918)</b>	<b>(495,067)</b>
<b>RESTRICTED FUNDS USED **</b>						
New Meetings / Cloud	7,012	104,899	165,356	16,222	-	-
Q. Quest / InstAssessment	182,989	119,053	25,189	-	-	73,000
QVS /Other	11,990	-	6,765	4,577	18,683	-
Spiritual Deepening	-	-	52,659	29,552	-	31,000
Margaret Fell & CIRC Travel	7,038	4,642	1,980	-	-	-
Gathering/Western/B Rustin	7,402	32,317	1,150	10,650	6,974	1,700
<b>TOTAL RESTRICTED USES</b>	<b>216,431</b>	<b>260,911</b>	<b>253,099</b>	<b>61,001</b>	<b>25,657</b>	<b>127,328</b>
<b>NET AFTER RESTR. RELEASES</b>	<b>(611,696)</b>	<b>(486,929)</b>	<b>(532,717)</b>	<b>(528,422)</b>	<b>(479,261)</b>	<b>(367,129)</b>
<b>DESIGNATED INCOME &amp; TRANSFERS</b>						
Cornell General Reserve	400,790	263,590	297,449	412,034	306,000	224,510
Program Sustaining Fund	205,543	122,312	318,459	123,886	118,000	110,980
Permanent Endowment	10,000	13,465	14,000	19,274	20,000	21,628
Gathering Quasi-Endow	5,990	6,100	-	-	8,813	9,045
<b>TOTAL DESIGNATED RELEASES</b>	<b>622,323</b>	<b>405,467</b>	<b>629,908</b>	<b>555,194</b>	<b>452,813</b>	<b>366,163</b>
<b>NET AFTER ALL RELEASES</b>	<b>10,627</b>	<b>(81,462)</b>	<b>97,191</b>	<b>26,772</b>	<b>(26,448)</b>	<b>(966)</b>

\*\* - Restricted Gifts received in the prior fiscal year(s) and used/applied during the year reported above.