

I. Vision for Our Future

We envision a vital and growing Philadelphia Yearly Meeting - a faith community committed to deepening spiritually, welcoming newcomers, building supportive and inclusive community, and providing loving service and faithful witness to the world.

Who we are and what we seek:

We are a regional community of visible, welcoming, vibrant, multigenerational meetings and worship groups united by shared understanding and shared practices described in our book of Faith and Practice. We are grounded in our meetings for worship with silent and vocal ministry reflecting our yearning for and direct experience of the Divine. Individually and as meetings, we witness to the transforming power of love and respond to leadings of the Spirit with joy in word and deed. We live into our testimonies and work for a world where justice and peace prevail. Our organizational structures are simple so that our primary bond may be to God.

Beyond our local worship communities, members and attenders participate in wider Quaker acquaintance, work and witness where we grow and learn and share inspiration. Yearly Meeting Sessions, quarterly and other gatherings are thoughtfully planned spiritual opportunities, which strengthen local meetings as information is shared, as leadings are tested and as matters of common concern are advanced.

As an organization established and supported by its constituent meetings, PYM employs staff and engages volunteers to manage our financial resources and property with transparency and integrity and to develop programs to encourage and assist meetings.

II. Strategic Directions and Action Steps

The Long-Range Planning Group developed six strategic directions (objectives) from Spirit-led listening, prayerful discernment, and testing with groups across the Yearly Meeting. The strategic directions reflect concerns, needs, and yearnings which Friends are asking be addressed by our Yearly Meeting. They grow out of our vision and give focus to our actions and to the allocation of resources over the next five years.

1. **Connect local meetings to resources and services that help them be vibrant, Spirit-led faith communities**
2. **Connect Friends through effective communications and technologies**
3. **Develop and widely communicate clear messages about Quakers and PYM**
4. **Simplify and strengthen governance and administration**
5. **Increase participation at Yearly Meeting sessions and other PYM-wide gatherings**
6. **Facilitate PYM-wide corporate witness and social action**

For each of these strategic directions, LRPG offers action steps in the tables below. In designing actions steps we have attempted to answer four questions.

1. Who is responsible for the step being taken?
2. How will it be accomplished? What resources, financial and otherwise, are needed?
3. When should it be started? (This is a 5-year plan)
4. How/when to measure progress or assess the program, service, event?

STRATEGIC DIRECTION 1

Connect monthly and quarterly meetings to resources and services that help them be vibrant, Spirit-led faith communities

LRPG has frequently been asked, "How does the Long-Range Plan help strengthen monthly and quarterly meetings?"

From its listening and research, LRPG has learned that advice, expertise and other resources are available to meetings from sources inside our Yearly Meeting, from other yearly meetings and from other Quaker organizations and institutions, but we know it can be difficult and time-consuming for Friends to know where to look.

Needs vary. We imagine that sometimes a meeting has a need it cannot address without some outside, personal help. Often a meeting only needs a little assistance from someone good at listening and knowledgeable about resources, and then the Meeting is able to make the decision that is right for them and move forward. Occasionally the need is larger, and more expert help must be arranged.

We increasingly understand the role of PYM staff in relation to meetings as both providing key services that Friends and meetings cannot do for themselves and supporting and assisting Friends across the Yearly Meeting to be resources to one another. Staff provide expertise and safety for children and young people’s programs and assistance to older Friends in vulnerable situations. Staff provide the scaffolding for adult gatherings including arranging sites, supporting communication for events and training for leaders, enabling Friends from across the Yearly Meeting to come together for a sense of community and calling on a particular topic and to share their wisdom and experience with each other. Friends can find a variety of ways to take part in the larger PYM community, giving time, gifts and experience in service and receiving new learnings, spiritual grounding and new friendships which can directly and indirectly enrich their meetings.

Action Steps for Strategic Direction 1

A. Produce an easily-searchable resource base on the PYM website: a virtual library of materials such as First-day school curricula, guidelines, instructions, templates, best practice documents and newsletters that are helpful tools and supports for Friends, their committees and meetings, etc.
<i>Responsible individual or group:</i> Quaker Life Council and General Secretary. Staff has responsibility to set up the resource base.
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Hire an intern to get the resource base established with direction and supervision provided by staff. <ol style="list-style-type: none"> a. Include links in the resource base to applicable resources in other organizations such as FGC’s Tool Kit and curricula from other yearly meetings. 2. Keep the resource base up to date. It will require staff attention to coordinate volunteers to add new resources that become available each year and retire others. 3. Test it with limited audience, cross-section of YM members, leaders and staff, prior to launching it and periodically thereafter. 4. Put it on the website and publicize it.
<i>Start:</i> Year two
<i>Measure progress:</i> Evaluate its effectiveness after two years of operation and adjust as needed. Quaker Life Council and General Secretary.

B. Create a Meeting Help Line, a phone line and an email address to ensure that all PYM members get questions answered promptly.
<i>Responsible individual or group:</i> This is a staff service that may utilize volunteers from the Network. Staff reports to Quaker Life Council.
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Form a task group to assist staff in setting up the service. 2. Insure prompt response so that calls and emails are answered in 24 hours or next business day. 3. Recruit and train responders who can provide this service from home.

<p>Prepare written guidelines for Help Line volunteers</p> <ol style="list-style-type: none"> 4. Publicize. Put the contact information in a prominent place on the website and in appropriate PYM publications that go to meetings. 5. Determine whether this service group could also help staff keep the Yearly Meeting calendar and the Quaker Community calendar on the website up-to-date.
<i>Start:</i> Year One.
<i>Measure progress:</i> Have this program operational by July 2015

C. Provide a Response Team to help meetings when they request specific help, advice or training.
<i>Responsible individual or group:</i> Quaker Life Council with staff support
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Volunteers with skills and experience recruited from the Network. 2. A member of the response team meets with a person from the meeting to listen and offer meetings ways to address a specific need, including connecting them with the right program or service.
<i>Start:</i> Year One
<i>Measure progress:</i> This program to be operational by July 2015 – General Secretary.

D. Initiate a Network, a reservoir of Friends who are interested in serving the PYM community outside their meeting or worship group. All forms of service are welcome regardless of availability and location in the PYM region.
<i>Responsible individual or group:</i> General Secretary and Quaker Life Council.
<i>How accomplished:</i> <ol style="list-style-type: none"> 1. Appoint a subgroup to explore how to establish a Network for PYM. The Quaker Life Network of Britain Yearly Meeting is the starting place for our model of a Network and how it works. 2. It needs dedicated staff time and its own plan and action steps to become functional.
<i>Start:</i> As soon as possible.
<i>Measure progress:</i> Set goals and measure and report progress annually.

E. Identify Community Catalysts
<i>Responsible individual or group:</i> Quaker Life Council and the General Secretary. This is a program of Quaker Life Council and functions within the Network identified in Section 1D above. Staff support will be needed.
<i>How accomplished:</i> Invite each monthly meeting and other constituent groups is to participate in the PYM Community Catalyst program by naming one or more members or attenders to participate in a virtual community of active liaisons between local Friends and the broader quarterly and Yearly Meeting communities.
<i>Start:</i> As soon as possible.
<i>Measure progress:</i> Set goals and measure progress annually.

<p>F. Revitalize state-of-the-meeting reports and encourage all meetings to use this self-assessment tool annually. This self-examination tool is intended to help meetings identify and articulate their joys and challenges and decide where to focus their attention for the next year.</p>
<p><i>Responsible individual or group:</i> Quaker Life Council and General Secretary. Clerk of Yearly Meeting should review the reports as well.</p>
<p><i>How accomplished:</i></p> <ol style="list-style-type: none"> 1. Appoint a subgroup to prepare a template of queries for the state-of-the-meeting reports; simple but thorough and durable. 2. Appoint a different group to collect and review the reports and look for trends that might need Yearly Meeting consideration. Reports will also be sent to the quarterly meeting. 3. Requires a plan and action steps to get started and be effective. 4. Use this information to ensure there are resources available for short- and long-term needs. 5. Make the state-of-the-meeting reports available for others; put on the website and in loose-leaf binders at Yearly Meeting sessions. PYM clerk will summarize in a state-of-PYM message at Sessions.
<p><i>Start:</i> Fiscal Year 2015</p>
<p><i>Measure progress:</i> Committee reports to Quaker Life Council and Clerk of PYM annually. Assess effectiveness after 3 years</p>

STRATEGIC DIRECTION 2

Connect Friends through effective communications and technologies

Connecting Friends across both the geographic area of PYM and with Friends from the wider world will be achieved in two primary ways. Friends will connect through electronic communications and through their interactions by working directly on the activities and projects of the Yearly Meeting.

Action Steps for Strategic Direction 2

<p>A. Improve PYM communications infrastructure</p>
<p><i>Responsible individual or group:</i> Quaker Life Council will appoint sprint groups⁸ which will review the existing PYM communication tools and recommend any changes and additions needed to support interactive communications among Friends. Implementation of recommendations approved by the Council will be accomplished or managed by staff.</p>
<p><i>How accomplished:</i></p>

⁸ **Sprint group:** group of Friends working on a short-term specific task, usually defined and oversee by one of the Councils. Once the specific task is finished, the sprint is finished and the group is laid down.

Proposed PYM Strategic Plan, 2015-2020:
an overview for Monthly and Quarterly Meetings and other PYM groups

PYM Long Range Planning Group
 Go to pym.org/long-range-planning-groups/home for the video.
 Also access the entire plan online soon!

PYM Long Range Planning Groups Listening and Learning Process 2012-2014

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Needs, Aspirations and Yearnings

Things we have learned that have shaped our thinking and planning:

- Participation Access**
- Vibrant Meetings**
- Simplifying and strengthening our structure and governance**
- Innovation and change**

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Parts of the Plan


- Vision for our future**
 - How God calls us as Friends
 - Articulating our purpose as a Yearly Meeting
- Strategic Directions**
 - Objectives and action steps help us achieve our Vision
- Structure and governance**
 - Roles and responsibilities

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Parts of the Plan

- **Vision for our future**
 - How God calls us as Friends
 - Articulating our purpose as a Yearly Meeting
- **Strategic Directions**
 - Objectives with action steps
- **Structure and governance**
 - Organizational responsibilities

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Vision

We envision a vital and growing Philadelphia Yearly meeting – a faith community committed to deepening spiritually, welcoming newcomers, building supportive and inclusive community, and providing loving service and faithful witness to the world!

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Achieving and Living into Our Vision

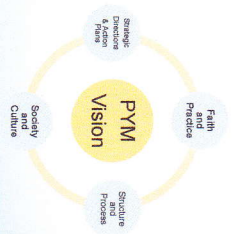
There are many interrelated parts to planning for our future



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Opportunities and Challenges of achieving and living into our Vision

- Building on firm foundations
- Claiming and sharing the unique message and best practices of Friends
- Being nimble, responsive, relevant and welcoming
- Fostering a climate conducive to innovation and change
- Acknowledging our differences and moving forward together



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Parts of the Plan

- Vision for our future
 - How God calls us as Friends
 - Articulating our purpose as a Yearly Meeting
- **Strategic Directions**
 - Objectives and action steps
 - Structure and governance
 - Plan and responsibility

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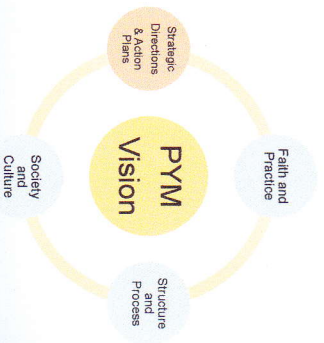
Proposed Strategic Directions: 6 objectives for achieving our Vision

1. Connect local Meetings to resources and services that help them be vibrant, Spirit-led faith communities.
2. Connect Friends through effective communications and technologies.
3. Develop and communicate widely clear messages about Quakers and PYM.
4. Simplify and strengthen governance and administration.
5. Plan and hold Sessions and other PYM-wide gatherings.
6. Facilitate effective, PYM-wide corporate witness and social action.

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Strategic Directions are:

Objectives and action steps, a means for achieving and living into our Vision



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Action Steps for Strategic Directions

Action steps describe:

- Who has responsibility and authority to take the step
- How will the step be accomplished
- When will the step be started; this is a 5-year plan
- What is the opportunity to measure and assess the progress and effectiveness of the step that has been undertaken

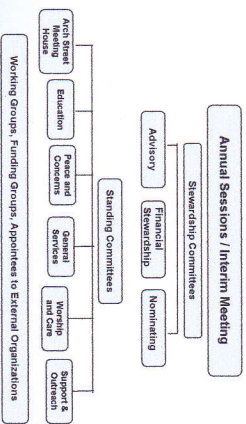
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Actions Steps: Work-in-progress for LPPG

To be included in the written plan presented at Interim Meeting, April 12, 2014.



Present PYM Organization Chart from Nominating Committee Handbook, June 6, 2012



Parts of the Plan

- Vision for our future
 - How God calls us as Friends
 - Articulating our purpose as a Yearly Meeting
- Strategic Directions
 - Objectives and action steps
- Structure and governance
 - Roles and responsibilities

From our proposed Vision for PYM's future:

"our organizational structures are simple so our primary bond may be to God."



SIMPLIFY: Most of the functions of PYM fall into two basic areas of responsibility

Administration

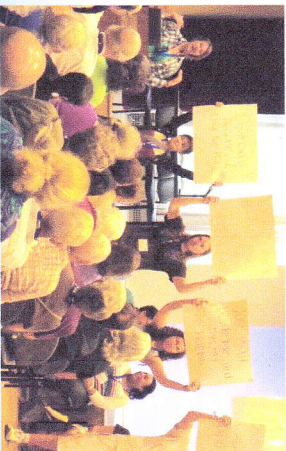
- Property and Finance
- Budgeting
- Personnel
- General Secretary support and oversight
- Communications support
- Development
- Strategic thinking
- Grant-making

Quaker Life

- Faith and Practice
- Deepening worship
- Building community
- Speaking out about our faith
- Children and youth; families
- Caring for one another, our neighbors and the Earth
- Peace and social action
- Sessions Planning

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... and our Yearly Meeting in Session



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Other important aspects of the Yearly Meeting organization:

Nominating



Priorities Process



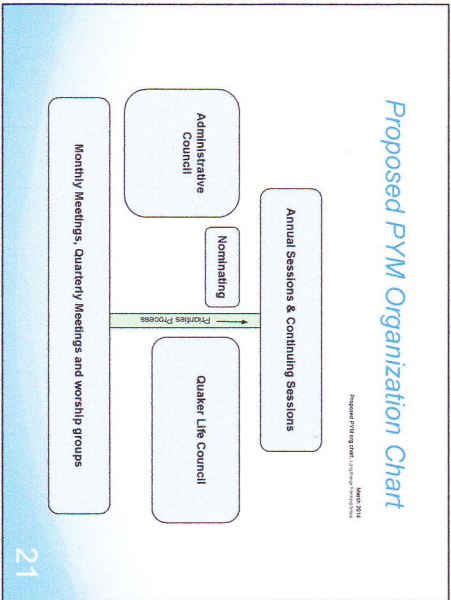
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LRPG proposes these organizational structure elements to help us live into our Vision

- Annual Sessions and Continuing Sessions
- Administrative Council
- Quaker Life Council
- Nominating Committee

The roles and responsibilities of these structural elements are defined in a document by that name on the Long-Range Planning website: <http://www.pym.org/long-range-planning-group>

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PYM Long-Range Planning Group thanks you for your interest and welcomes questions and suggestions to improve this plan. There is more detail about the plan on our webpage: www.pym.org/long-range-planning-group

Suzanne Day, Westfield MM, clerk	Ron Pfoeg, Westtown MM, PYM Treasurer
John Hayden, Haverburg MM	Tom Sitar, MM of Friends of Philadelphia
Sally Jones, Birmingham MM	Andrew Thompson, MM of Friends of Philadelphia
Laura Mally, Chestnut Hill MM	Jean Warrington, Chestnut Hill MM
Richard Morse, Haverburg MM	Christine Duncan, Treasurer, Chestnut Hill MM, PYM Associate Secretary for Programs and Religious Life
Mark Myers, London Grove MM	Arthur M. Larrabee, Central Philadelphia MM, PYM Clerical Secretary