

The Community Church of Chapel Hill

UNITARIAN UNIVERSALIST

106 Purefoy Road, Chapel Hill, NC 27514 • 919-942-2050 • c3huu.org

BOARD OF TRUSTEES

Meeting Minutes

January 9, 2018

Members:	Lilie Bonzani	Steve Day	B. Rodriguez
	Russ Bowen	Andy Hencke	Jenny Warnasch, chair
	Barb Chapman	Dave Klibanow	Steve Warshaw

Ex Officio:	Thom Belote	Bonnie Nelson	Andrew Wright
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Welcome (7:00)

J. Warnasch called the meeting to order.

Chalice Lighting/Reading

Check-in

Consent Agenda (7:05)

Approval of Agenda

Approval of December Minutes

Minister's Monthly Report

A.Hencke made a motion to approve the Consent Agenda.

L.Bonzani seconded the motion.

All in favor with none opposing.

Annual Board Items (7:09)

Secretary, Treasurer, Board Member at Large vote

D.Klibanow made a motion to approve the slate of board roles as documented.

L.Bonzani seconded the motion.

All in favor with none opposing.

Board Covenant (7:23) -- J. Warnasch opened the discussion of accepting the current Board Covenant and statement of Core Values. She asked if there should be additional language with regards to Marion Hirsch's "Email Etiquette" guidelines. S. Warshaw proposed "clear and effective" in lieu of referring specifically to those guidelines. A. Hencke asked S. Warshaw for

clarification on the point of modifying the communications. B. Chapman added that specifics can help all with knowing what communications means. S. Day noted that the covenant is a statement of values rather than a set of behaviors and that this was particularly important when working with volunteers. J. Warnasch queried if the covenant was fine as it currently stands. D. Klibanow suggested that information on email communication should be written as a procedure. A. Henke tendered a motion to amend that section to include the phrase effective communication. S. Warshaw added the term strive.

A. Hencke amended his motion to include that change.

D. Klibanow seconded the motion.

All in favor with none objecting or abstaining.

The amended section of the covenant reads:

We will treat each other with respect. We will abide by the Congregational Covenant adopted for our church. We will strive to use clear and effective communication. We pledge to the congregation to fulfill our duties as required by Section 1.2 of the Board Policy Book.

Core Values (7:29) -- The chair moved to the next agenda item. B. Chapman made a motion for the BoT to adopt the Seven Principles as the BoT Core Values.

B. Rodriguez seconded the motion.

J. Warnasch called for discussion. A. Hencke made a comment that in the future, the BoT might want to consider what other Core Values should be included.

All in favor with none objecting or abstaining.

Board Standing Committee Appointments (7:31) - J. Warnasch reviewed the BoT Standing Committees, as per the document distributed prior to the meeting, and the status with regards to appointments. The Committee on Ministry has an opening for one appointment, which T. Belote will make from the list of previously approved candidates. The Finance Ministry is awaiting responses from those offered appointments. As proposed, the Governance Committee is fully staffed, as is the Human Resource Committee. The Strategic Management Team is in need of one additional appointment.

It was noted that the Stewardship Committee is not fully in compliance with the BoT policy, with regards to being responsible for ongoing generosity. L. Bonzani also noted the need for that committee to be focused on long-range planning. T. Belote provided some history on the Team and noted that Policy Governance was not in place when the Team was formed. A. Hencke felt that the Stewardship Committee has mostly followed the BoT guidelines, especially with the coordination with the Annual Pledge Drive (APD). B. Chapman suggested following up with Paige Smith and Cathy Cole, currently tri-chairs for both the Capital Campaign and the APD. J. Warnasch said that she had spoken with Mark Ewert, Generosity Consultant, last year and he offered his services for the Stewardship Committee. S. Warshaw noted that Ivy Brezina, tri-chairing with C. Cole and P. Smith, might stay on the Stewardship committee after this year's APD, but J. Warnasch noted that she had spoken to all three and no one intends to continue past this year. L. Bonzani requested that the status of this committee be part of the standing agenda.

J. Warnasch called for a vote on the BoT Standing Committee Appointments as listed with the addition of S. Warshaw to the Governance Committee.

A. Hencke made a motion to accept the appointments as amended.

D. Klibanow seconded the motion.
All in favor with not opposing or abstaining.

Board Member of the Month Assignments - J. Warnasch will include with the monthly agenda a note indicating who is the Board Member of the Month.

Financial Tasks (7:40) - A. Wright explained the role and responsibilities of the check signers for the church. A. Hencke inquired about who was filling that role. A. Wright indicated that they are the same as in the previous year: A. Wright, Ginger Long, Scott Provan, and Lawrence Kirsch.

A. Hencke made a motion to approve the list as distributed.
B. Rodriguez seconded the motion.
All in favor with none opposing or abstaining.

Quarterly Review of Financials (7:45) - T. Belote provided a summary of the church's current financial position. He noted that the church is doing better at this point of the fiscal year as compared to this point last year. He added that a visitor gave a \$5,000.00 check during a recent offertory and confirmed that a thank you note from the church would be sent. A. Wright reviewed the 3rd quarter financials. T. Belote noted that none are running over more than expected and that the current income looks great.

A. Hencke asked if the current pledge collections are on track. T. Belote confirmed that they were. He also added that Andrea Sordean-Mintzer, congregational administrator, is currently sending out year-end donation statements. R. Bowen asked about the budget for pledges being \$6,000.00. T. Belote confirmed that this was due to the offertory gift mentioned earlier.

Endowment Committee Report (7:50) - B. Chapman provided an overview of the recent Endowment meeting. T. Belote and C. Cole attended in order to address an estate gift made by Stella Lyons. C. Cole explained her long-standing relationship with S. Lyons and her knowledge that the gift was meant for the Capital Campaign. The committee has decided to transfer the gift to the Capital Campaign and has notified C. Cole. They will need to work with the Unitarian Universalist Association (UUA) to get the funds. R. Bowen asked about the involvement of the UUA in our church's endowment and it was explained that our funds are invested by the UUA as part of a common endowment fund.

B. Chapman has created a "Question and Answer" document for the Endowment Committee, which was distributed, and will be discussed at their next meeting. S. Warshaw requested the B. Chapman include a question about their procedure for soliciting gifts. A. Hencke clarified that A. Wright is not the BoT Treasurer but the church's treasurer. B. Chapman asked that if there were any other questions that the BoT would like addressed by the Endowment Committee to please let her before their next meeting.

Congregational Meeting Debrief (7:56) - J. Warnasch opened the floor to any comments to be shared about the last Congregational Meeting. B. Rodriguez asked for additional information regarding M. Hirsch noting the the BoT would be a priority for the Endowment Grant for training on Organizational Racism. J. Warnasch replied that she had spoken with M. Hirsch and

would coordinate with her on possible times. T. Belote noted that the training takes two days and is recommended that it be done as a group. A. Hencke was concerned that the BoT would take nearly half of the spots available with the funding. S. Warshaw asked why the BoT would have priority and T. Belote replied that as church leaders, it makes sense to train the BoT first. T. Belote added that he and the church's staff have taken the training and that they were fully engaged throughout. He felt that it would be worthwhile for the BoT to take the training.

J. Warnasch noted that new BoT members were not introduced at the Congregational Meeting but believes that there should be some visibility. She will introduce the full BoT at the next Congregational Meeting in February 2018.

A. Hencke felt that the presentations by the Building Task Force and the Endowment Committee provided good information without controversy. S. Warshaw noted that there was not even a need to remind congregants that the Building Task Force was not taking questions. B. Chapman added that it was a great meeting on all points.

Sanctuary Congregation (8:10) - T. Belote provided an update on the pending issue of the church becoming a sanctuary.

Update on Education; Congregational Meeting February 18 - T. Belote noted that the group met last night and that they have a good plan for communication, including a website, tabling each week, and a bulletin insert. On January 21, 2018, a guest speaker, Paul Davis from Congregational UCC Greensboro will lead the service. On February 4, 2018, Gary Sanders a sanctuary host volunteer coordinator for the Umstead Park United Church of Christ, will speak at a luncheon. Then on February 18, 2018, there will be a Congregational Meeting to vote on the church becoming a sanctuary.

Board Discussion/Recommendation Vote - A. Hencke asked if there would be questions taken at the Congregational Meeting. T. Belote replied in the affirmative. He also noted that the group would be responsible for managing the meeting, including member check-in, proxies, and communication set-up. A. Hencke asked what was the best practice for the BoT role in a church making this decision. J. Warnasch asked what the feedback from the congregation to the group has been. T. Belote replied that it had all been positive; however, no Unitarian Universalist church has recently voted on this issue. J. Warnasch asked if the BoT wanted to make a recommendation to the congregation but A. Hencke questioned the value of making a recommendation. R. Bowen felt that there would be value in providing a recommendation but that he would like to be better educated before doing so. He suggested that the BoT vote on this at the next BoT meeting. S. Day asked if making a BoT recommendation or taking a vote on this issue made the BoT members liable for any legal issues that would arise from having someone in sanctuary. T. Belote replied that Mary Hulett had investigated and found it be to unlikely. S. Day also wondered about the differences in liability between the BoT and the Congregation votes on this issue. B. Rodriguez said that she would like additional information about liability before making a decision. D. Klibanow suggested that perhaps M. Hulett could attend the next BoT meeting. A. Hencke suggested that a memo from her might be sufficient. No BoT recommendation on this issue was made nor was a vote taken.

Annual Vision of Ministry (8:23) - T. Belote distributed his Annual Vision of Ministry (AVoM), along with a history/manifesto of the implementation of the AVoMs created during his tenure at the church. A brief discussion ensued.

A. Hencke made a motion to accept the AVoM as tendered.

B. Chapman seconded the motion.

J. Warnasch called for any further discussion. A. Hencke suggested that the BoT should plan to discuss in the future the interaction of the AVoM and the role of the Strategic Management Team. J. Warnasch turned the discussion to the distributed history/manifesto. T. Belote noted that nearly ninety percent of the time, the AVoM is put aside for pressing issues that arise throughout the year. The quality of the worship, religious education, music, pastoral care, and welcoming programs has occurred without following an AVoM.

A. Hencke withdrew his motion.

L. Bonzani suggested that the AVoM should not be about what the minister is doing or should be doing but should be about what the church is doing or focusing on this year. S. Warshaw noted that the Strategic Management Team has a role in taking responsibility for that. B. Chapman noted that the minister oversees the ministries and the BoT supports the minister. A. Hencke added that it is a shared responsibility. S. Warshaw said that he will work with the Strategic Management Team and the Governance Committee to address the issue of the AVoM. S. Day asked if there was any impact on the religious education program if an AVoM was not adopted. T. Belote replied that they can do a step-by-step comparison of their programming against the strategic plan.

Long Range Planning Discussion (8:51) - L. Bonzani opened the discussion by saying that long range planning should not be siloed. It should be integrated into the BoT thoughts on what the church wants to accomplish in the next year, three years, or five years. Large initiatives should just not appear but should be part of an on-going plan. B. Chapman referred the BoT to the survey done at the last meeting on how the BoT meeting time is being spent, and that the BoT should be purposeful about what time is spent on at the meetings. A. Wright asked how that carries over year after year, from BoT to BoT. He noted that the staggered terms of the BoT members helps. A. Hencke said that that helps with preserving organizational knowledge. He added that the Board Policy Book acts as a manual to show which issues the previous BoTs felt were important. He believes that the BoT has a role in long range planning, to ensure that the mission and vision are carried out. J. Warnasch suggested Long Range Planning as a standing agenda item. R. Bowen asked that the Vision be included on each agenda as well.

Closing (8:59)

Process Observations - B. Chapman provided felt that the meeting ran smoothly with good interactions from all members. She noted that new front pages for the BoT binders was distributed.

Chalice Extinguishing/Closing Reading - B. Chapman read her selected closing words and A. Wright extinguished the chalice.

ATTACHMENTS:

Board Agenda

Board Standing Committee Appointments

Board Member of the Month Assignments

Minister's Monthly Report

BoT Covenant (revised)

"Question and Answer" document for the Endowment Committee

Education Information from the The Sanctuary and Immigrant Support Ministry

Annual Vision of Ministry and Manifesto Story

The Community Church of Chapel Hill

Unitarian Universalist

January Board Meeting
 January 9, 2018
 7-9pm; Straley Room
 Board Member of the Month: Barb Chapman

Item	Responsible Person	Time
<u>Chalice Lighting/Opening Reading</u>	Barb	7:00-7:02
<u>Check-in</u>	All	7:02-7:12
<u>Consent Agenda</u>	Jenny	7:12-7:17
<ul style="list-style-type: none"> • Approval of Agenda • Approval of December Minutes • Minister's Monthly Report 		
<u>Annual Board Items</u>	Jenny	7:17-7:40
<ul style="list-style-type: none"> • Secretary, Treasurer, Board Member at Large vote • Board Covenant/Core Values Adoption • Board Standing Committee Appointments • Board Member of the Month Assignments 		
<u>Financial Tasks</u>	Andrew/Thom	7:40-7:50
<ul style="list-style-type: none"> • Check signers • Quarterly Review of Financials 		
<u>Endowment Committee Report</u>	Barb	7:50-7:55
<u>Congregational Meeting Debrief</u>	Jenny	7:55-8:10
<u>Sanctuary Congregation</u>	Thom/All	8:10-8:30
<ul style="list-style-type: none"> • Update on Education; Congregational Meeting February 18 • Board Discussion/Recommendation Vote 		
<u>Annual Vision of Ministry</u>	Thom	8:30-8:40
<u>Long Range Planning Discussion</u>	All	8:40-8:55
<u>Process Evaluation</u>	Barb	8:55-8:58
<u>Chalice Extinguishing/Closing Reading</u>	Barb	8:58-9:00

Board Member Assignments – C3H-UU Board of Trustees – 2018

Board Appointees

Secretary: Bonnie Nelson

Treasurer: Andrew Wright

Assistant Treasurer: vacant

Board Member-at-Large: Andy Hencke

Standing Committees

Committee on Ministry: (no approval needed at this time)

Caroline Pence, Lisa Townsend, Anna Waller, John Leopold, Peter Witt

Finance: Bianca Rodriguez (chair), Steve Day, Andrew Wright, Ginger Long

Governance: Russ Bowen, Barb Chapman, Steve Warshaw

Human Resources: Dave Klibanow, Lilie Bonzani, Mary Beth Powell

Strategy Management Team working with Thom:

Steve Warshaw (chair), Andy Hencke, Dawn Adams [one other member from the congregation]

Stewardship/Pledge Drive: [chair], Barb Chapman, Paige Smith

Other Assignments

Check Signers: Andrew Wright, Laurence Kirsch, Ginger Long, Scott Provan

Development/Endowment Liaison: Barb Chapman

Congregational Communication: Dave Klibanow

Developing Leadership: Lilie Bonzani

UUA Relationship/GA Study Item: vacant

Webmaster: Jenny Warnasch

Building Project Task Force Liaison: Andy Hencke

As of 02 06 2018

Board Member of the Month – C3H-UU Board of Trustees – 2018

Responsibilities:

snacks, opening & closing readings, process observation*, and room set up

January	<u>Barb Chapman</u>
February	<u>Jenny Warnasch</u>
March	<u>Lilie Bonzani</u>
April	<u>Steve Day</u>
May	<u>Andrew Wright</u>
June	<u>Dave Klibanow</u>
August	<u>Thom Belote</u>
September	<u>Steve Warshaw</u>
October	<u>Andy Hencke</u>
November	<u>Bianca Rodriguez</u>
December	<u>Russ Bowen</u>

* **process observation** – one example of a process observation is on the back side of this page

*Plus/Delta Process Observation

- ❖ Plus = what we did well in conducting our meeting
- ❖ Delta = what we can improve upon or do differently in conducting our meeting

Plus +	Delta Δ
<ul style="list-style-type: none"> ● Brought up big questions/focused on big picture ● Compressed agenda ● Nominating committee input was good ● We honored the work of the [Capital Campaign] Task Force [when Paige made the CCTF presentation] ● Good discussions around complex issues ● Listened to one another 	<ul style="list-style-type: none"> ● Done by 9:00 p.m. ● More consent agenda items ● I can be more positive in the way I frame comments (Barb) ● Be more solution oriented ● Some talking over one another <p style="text-align: center;">from 08/08/2017 BOT meeting</p>

Materials needed: chart paper & marker(s)

December Minister's Report
Rev. Thom Belote
12/12/17

Since Last Time (12/12/17)

- Designed and led two Christmas Eve services on 12/24.
- Preached and led worship on 12/31. Will preach and lead worship on 1/7.
- Attended Choir Service (Bach's "Magnificat") on 12/17.
- Met with Worship Ministry
- Officiated wedding of church members Marni Goldshlag and Trey Kennedy on 12/30.
- Traveled to northern Virginia on 12/14 to join National Interfaith Clergy Witness outside the headquarters of the NRA on the fifth anniversary of the Newtown shootings.
- Attended Grinch Night at church on 12/15.
- Developed presentation for Board Retreat.
- You can see some of the highlights of the past month on the Community Church In Action page on the church website:
<http://www.c3huu.org/community-church-in-action.html>

Things On the Horizon

- January 7: Congregational Meeting
- January 10 & 17: Next Exploring Membership Class (14 registered so far)
- January 21: Guest Preacher Paul Davis from UCC in Greensboro
- January 22-25: Thom in Florida for Institute for Excellence in Ministry
- February 5: Gary Sanders from Umstead Park UCC speaks after second service

Board Covenant for 2018
Adopted at Regular Meeting, January 9, 2018

We will treat each other with respect. We will abide by the Congregational Covenant adopted for our church. We will strive to use clear and effective communication. We pledge to the congregation to fulfill our duties as required by Section 1.2 of the Board Policy Book (see below).

1.2 Board of Trustees' Pledge to the Congregation

Date Adopted: March 13, 2012

Date Last Amended: November 12, 2013

The Trustees' pledge to the congregation to fulfill our duties as Board members:

- By attending all Board meetings, if possible;
- By being fully prepared;
- By holding ourselves and one another accountable to our bylaws, policies and covenants;
- By striving to maintain a broad and non-individual vision of the congregation; •
By being direct, honest, and accountable with each other and the congregation;
and
- By striving to live fully our mission and vision.

Each year the individual Trustees will adopt a covenant with each other.

December 18, 2017

TO: Polly Johnson, Chair
C3H-UU Endowment Committee

FROM: Barb Chapman
C3H-UU Board of Trustees(BOT) Liaison to Endowment Committee

The BOT has asked me to bring answers regarding the following:

1. The Endowment Fund

- "BE IT FURTHER RESOLVED, that **the PRINCIPAL of the FUND is defined as the inflation adjusted value of contributions to the FUND** and that this PRINCIPAL shall remain untouched except in special circumstances as approved by a 2/3 majority vote of the members voting at a duly constituted congregational meeting;"
- "Unrestricted gifts to the FUND shall accumulate until a fair market value of \$50,000 is achieved, after which annual distributions may commence. **Distributions from those amounts earned from the FUND in excess of PRINCIPAL can be made annually by the COMMITTEE.** Distributions of PRINCIPAL can be made only upon a two-thirds majority vote of the members voting at a duly constituted congregational meeting."

QUESTION: The calculation of the PRINCIPAL includes a factor for inflation; is this taken into account, when calculating the amount the committee will distribute? If not, the amount the committee could distribute might be less than thought. BOT Treasurer, Andrew Wright, has indicated he is willing to work with the committee on this.

2. Minutes/Reports

- "The recording secretary shall maintain complete and accurate minutes of all meetings of the COMMITTEE and supply a copy thereof to each member of the COMMITTEE. **The secretary shall also supply a copy of the minutes to the Church Board.**"
- "The books shall be reviewed annually by in the same manner as the books of the congregation. **The COMMITTEE shall report on a quarterly basis to the Board** and, at each annual meeting of the congregation, shall provide it a report of the administration of the FUND during the preceding year."

QUESTIONS:

- (1) Will you provide 2017 minutes and quarterly reports to the BOT? If so, when?
- (2) Will you please provide minutes and quarterly (Jan-Mar, Apr-June, July-Sept, Oct-Dec) reports throughout 2018? How do you choose too this – through the BOT liaison or directly to the president?

3. Estate Gifts

QUESTION: What is the committee's procedure or practice for contacting people who might be candidates for estate gifts?

When asked, I did not have answers for the above questions. Thanks for working with me to get this information to the BOT.

Sanctuary and Immigrant Support Ministry

Formed in March 2017, the *Sanctuary and Immigrant Support Ministry* is a collaborative team that includes members of our church's justice and service groups (Community Service Ministry, Peace & Justice, Standing on the Side of Love,) other interested members, and partners in the wider community.

Our focus includes:

- 1) Relationship building and direct service with local immigrants and refugees.
- 2) Leading a process within our congregation to explore becoming a Sanctuary Church.
- 3) Challenging racist, xenophobic, and Islamophobic attitudes and laws.
- 4) Partnering with faith communities and organizations.

Here are some of the things we have done so far:

- Members volunteered as tutors in immigrant communities through the Chatham Literacy Council.
- Held special food drive in June 2017 for TABLE in response to a growing need among immigrant children.
- Members volunteered as drivers to a picnic held in Carrboro in May 2017 for Syrian refugees.
- Hosted two meetings of Movement to End Racism and Islamophobia (MERI).
- Sent members to The Gathering: Sanctuary and Immigration on August 6, 2017 led by Rev. William Barber and Repairers of the Breach.
- Established a shared covenant with our neighboring UU congregations (Eno River UU Fellowship, UU Fellowship of Hillsborough, UU Fellowship of Raleigh, Mutual Aid Carrboro) to promise financial support, volunteer support, and moral support for Sanctuary efforts.
- Made contact with local congregations and organizations to find out about opportunities for partnership and collaboration.
- Sent a team of 7 church members to the Sanctuary Matters: Testimony and Best Practices conference at United UCC on September 16.
- Led congregational discernment meeting on Sunday, September 10 and Wednesday, September 27 to explore the process of becoming a Sanctuary Church.

Upcoming Projects Include:

- Hosting an event at the church to benefit Syrian refugee families.
- Promoting involvement in activities that build relationships with and provide direct services to immigrant and refugee families.
- Hosting a benefit concert in November in conjunction with the Standing on the Side of Love Concert committee.

Annual Vision of Ministry 2018-2019
Rev. Thom Belote
January 9, 2018

Strengthen Our Connection with Elderly Members

Building campaigns occasion forward-looking, visionary energy. They are also times of change and disruption. During building campaigns it is easy for long-time, elderly members to feel marginal and displaced. This is a strategic time to direct time and attention to elderly members and to work at building stronger connections.

Possible activities: gatherings at retirement communities, pastoral outreach, legacy outreach, grief group

Partners: Caring Ministry, Endowment, Membership Team, Minister

What our Strategic Plan says: “As a lifespan congregation, congregants maintain a meaningful connection to the church from cradle to grave. Members prepare for life passages in a way that is empowered and faithful. The church provides members with a meaningful way to memorialize their life and connect their legacy to our church.”

Sanctuary & Immigrant Support

Over the past 9 months our Sanctuary & Immigrant Support Ministry has been building steam. It has attended trainings, made connections in the community, launched initiatives to support immigrant communities in our county, and helped our congregation to discern whether to become a Sanctuary Church. It has also worked to unite many of our justice and service ministries (Peace and Justice, Standing on the Side of Love, Community Service) into collaborate work and pursuit of common aims. Let’s continue this work in the coming year.

Possible Activities: Events with Syrian refugees, DACA advocacy, direct service to immigrants, completing the process of becoming a Sanctuary Church.

Partners: P+J, SOSL, CSM, Kehillah and other faith communities in Chapel Hill, Eno River UU Fellowship.

What our Strategic Plan says: Those in our congregation step courageously into the work of social justice and become active, credible, and dependable partners in the work of social and racial justice. Those in our congregation are aware of opportunities to live their faith through activism and community service and are empowered to be involved in a meaningful way.

A Story

In the fall of 2015 I designed an Annual Vision of Ministry that I shared with the Committee on Ministry, the Strategic Planning Team, and the Board of Trustees. Anti-racism work was a major focus of this Annual Vision of Ministry. The Board unanimously approved the Annual Vision of Ministry at its January 2016 meeting.

Beginning in mid-January our church suffered four deaths in a span of five weeks. A month later I began a streak of leading four memorial services in five weeks. I estimate that I spent between 60 and 80 hours meeting with families, designing memorial services, writing eulogies, and conducting the services. That was 60-80 hours on top of the routine parts of my job: designing worship, preaching sermons, meeting with the board and ministries, supervising staff, working to make sure the Annual Pledge Drive was a success, etc. By the middle of April I was exhausted and limping towards the end of the church year. Needless to say, my best laid plans to arrange for a congregation-wide anti-racism initiative didn't wind up happening.

But here is the main point: Nowhere in any of our church documents, strategic plans, or visions of ministry is leading memorial services or responding to pastoral emergencies mentioned.

There is an unwritten, unspoken annual vision of ministry.

Meat & Potatoes

There are 4 or 5 or 6 key activities that are key to the congregation's functioning. They require at least 90% of the work and aren't very glamorous.

- 1) Excellence in worship week in and week out.
- 2) High-quality and consistent Religious Education programs for children and youth.
- 3) High-quality music at each worship service.
- 4) Compassionate pastoral care that is responsive in times of crisis.
- 5) A welcoming culture that is intentional about helping people to connect.

90% of the time. 90% of the work. 90% of the attention.

Strategic Goals for 2018: