

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

August 14, 2018

Members: Lilie Bonzani Steve Day Bianca Rodriguez
Russ Bowen (absent) Andy Hencke Jenny Warnasch, chair
Barb Chapman Dave Klibanow (absent) Steve Warshaw

Ex Officio: Thom Belote Bonnie Nelson Andrew Wright (absent)

Chalice Lighting/Opening Reading (7:01) J. Warnasch called the meeting to order. T. Belote gave a reading and lit the chalice.

Check-in (7:03) The Board of Trustees (BoT) members shared during a check-in.

Consent Agenda (7:07) J. Warnasch asked if there were any changes that needed to be made to the Consent Agenda. There were none. A motion to approve the Consent Agenda.
All in favor with none opposing and none abstaining.

Building Project Update (7:11) A. Hencke provided a building project update. He stressed three points. The first was to inform the BoT that the project is nearly at the stage for going to a contractor. B. Kosiba and J. Socolar are leads for this. The second point addressed the need for a Capital Campaign follow-up person. A. Hencke will contact P. Smith and I. Brezina to ask for recommendations. Discussion ensued about whether this would be viewed as continuing the capital campaign and lead to fundraising fatigue or as an effort strictly related to the closure of the capital campaign. This discussion also raised the issue of the need for an ongoing effort to foster a community of generosity. These issues will be possible agenda items for the next BoT retreat. A. Hencke and A. Wright are looking into the issue of visibility of pledge compliance. The third point addressed the results of a “What next” discussion in July 2018 Task Force meeting. Takeaways were the need for continual congregational engagement and communication on the project decision phase. A possible town hall meeting prior to the October Congregational Meeting has been proposed. The current estimated dig date is June 1, 2019.

Timing of the Congregational Meeting (7:25) J. Warnasch noted that there would be no vote at this meeting for the Building project; however, it is possible that the Endowment Committee might have items requiring a vote. The vote on the Building project loan would likely fall near the time of the Annual Pledge Drive. There was concern that this might be an issue but most felt

that it would not be. A. Hencke proposed a possible February town hall followed by a March Congregational Meeting.

Storing Final Report from CCTF (7:29) C. Cole distributed a copy of the final report, prior to the BoT meeting. Discussion over where to properly house the report carried over into the larger issue of where to house all of the documents related to the Building Project. B. Chapman will lead an effort to identify the pertinent documents and the best means of archiving.

Endowment (7:35) At B. Chapman's request, the issue of the donation of the proceeds from c. kast's house when a sale occurs is a standing agenda item. B. Chapman suggested we bring back the generosity consultant, Mark Ewert, to address the management of various possible issues regarding the Endowment Committee goals, donations such as the house, and various loan arrangements with the Endowment Committee. At the prior Endowment Committee meeting, T. Belote approached the Endowment Committee about a possible loan to help mitigate a possible cash flow problem when the sewer line to the Manse is installed. The Endowment Committee replied with a different and creative approach that was met with approval. After speaking with A. Sordean-Mintzer, T. Belote will follow up at the next Endowment Committee meeting and report back to the BoT at the next BoT meeting. T. Belote and B. Chapman will meet prior to the Endowment Committee meeting to see if there are any other points to revisit. As a side note, the current situation with the Manse sewer project is awaiting approval from the State of NC Attorney General on the easement through UNC property.

Preschool Lease Update (7:52) The BoT Preschool subcommittee met with Chuck Thibaut, a lawyer who is advising the church on the preschool lease extension. He affirmed most of the points the church wants to include in the lease extension. J. Warnasch has shared some of the BoT intentions with the Preschool Director and will follow-up with her after the next subcommittee meeting on August 20, 2018.

Nominating Committee (7:57) S. Warshaw has received confirmation from one person willing to serve on the Nominating Committee. Two people declined and one is still deciding. One of those who declined is, however, willing to assist the committee. According to the Board Policy Book, the BoT is slightly behind the suggested timeline. However, S. Warshaw believes that there is no concern at this time. He said that he doesn't need any more names at the moment but would welcome any suggestions "just in case."

Budget Affirmation Process (8:01) J. Warnasch noted that at the last Congregational Meeting, there was not much information about the budget provided before a vote was taken. It was noted that a lot of budget information is available via the BoT minutes. A. Hencke pointed out that transparency is important and that the BoT meetings are open to the Congregation when the budget is discussed. The possibility that an affirmation vote might not be needed was raised, as only the approval of the BoT is required. B. Chapman said that this is consistent with the church's governance by policy. Several BoT members felt that some pre-meeting presentation of the budget was a good idea, quite possibly led by the Finance Committee. As the next budget process will occur under the incoming BoT president, this issue was tabled for now, in his absence.

New Business: Diversity Training (8:30) L. Bonzani inquired about the diversity training, which was requested by the church, under the auspices of Marion Hirsch, and paid for by an Endowment Committee grant. There was a notion that the BoT would take the training. T. Belote confirmed that the diversity training program required a group commitment. J. Warnasch will follow-up with M. Hirsch

Process Evaluation (8:33) T. Belote provided a process evaluation. He said that the smaller group helped keep the discussion succinct and offered kudos to those in attendance for the good and thoughtful work on the agenda issues, particularly the Preschool lease. He felt that there was a good focus on looking ahead and keeping the stakeholders concerns in mind.

Action Items B. Nelson indicated the following items require follow-up:

A. Hencke will contact P. Smith and I. Brezina to ask for recommendations for a candidate to follow-up with any outstanding issues from the capital campaign.

B. Chapman will lead an effort to identify the pertinent documents and the best means of archiving.

T. Belote will speak with A. Sordean-Mintzer about the Endowment Committees' suggestion for a loan, and then will meet with the Endowment Committee. He will subsequently report back to the BoT.

T. Belote and B. Chapman will meet prior to the Endowment Committee meeting to see if there are any other points to revisit.

J. Warnasch will communicate with the Preschool Director after the next Preschool Lease Subcommittee meeting.

S. Warshaw will continue recruiting candidates for the Nominating Committee and report at the September BOT meeting.

Chalice Extinguishing/Closing Reading (8:35) The BoT said the traditional chalice extinguishing words in unison and T. Belote extinguished the chalice. The meeting was then adjourned.

ATTACHMENTS:

Board Agenda

Minister's Monthly Report

CCTF Final Report

The Community Church of Chapel Hill

Unitarian Universalist

August Board Meeting

August 14, 2018

7-9pm; Straley Room

Board Member of the Month: Thom Belote

Item	Responsible Person	Time
<u>Chalice Lighting/Opening Reading</u>	Thom	7:00-7:02
<u>Check-in</u>	All	7:02-7:15
<u>Consent Agenda [vote]</u> <ul style="list-style-type: none">• Approval of Agenda• Approval of July Minutes• Acceptance of Minister's Monthly Report	Jenny	7:15-7:20
<u>Building Project Update</u>	Andy	7:20-7:30
<u>Timing of Congregational Meetings</u>	Jenny	7:30-7:40
<u>Storing Final Report from CCTF</u>	Jenny	7:40-7:45
<u>Endowment</u> <ul style="list-style-type: none">• Barb's update• charlie's house	Barb	7:45-8:05
<u>Preschool Lease Renewal Update</u>	Jenny	8:05-8:10
<u>Nominating Committee</u>	Steve/Jenny	8:10-8:25
<u>Budget Affirmation Process</u>	Jenny	8:25-8:45
<u>Process Evaluation</u>	Thom	8:45-8:50
<u>Action Items</u>	Bonnie	8:50-8:52
<u>Chalice Extinguishing/Closing Reading</u>	Thom	8:52-8:53

August Minister's Report
Rev. Thom Belote
8/14/18

Since Last Report (June 12, 2018)

End of 2017-2018 Church Year

- Chaperoned Coming of Age Trip to Boston from June 13-17.

Summer Ministry & Church Activities

- Led wedding rehearsal and officiated wedding for church member Alexandra Lumsden on June 20-21.
- Attended meeting of Endowment Committee on June 25.
- Attended meeting of Sanctuary Ministry on June 25.
- Spent half day painting Manse with Sanctuary Ministry on June 27.
- Arranged for and oversaw installation of new hearing assistance device system on June 28-29.
- Planned, prepared for, and officiated memorial service for Ernie Macknee, mother of church member Salem Macknee, on June 30.
- Helped organize, prepared for, and officiated memorial service for church member Nancy Reichle on July 1.
- Played left field for Flaming Chalices softball team on July 15 and went 0-3 at the plate.
- Read and provided feedback on drafts of Preaching Practicum sermons.
- Responded to staff transition by meeting with Andrea in late July. Developed plan to ensure coverage, and implemented interim staffing plan.
- Visited church member Eric Bannan in hospital on July 29.
- Summer worship service attendance
 - June 17: 120
 - June 24: 177
 - July 1: 175
 - July 8: 210
 - July 15: No count
 - July 22: 190
 - July 29: 185

Beginning of 2018-2019 Church Year

- Preached and led worship on August 5. Will preach and lead worship on August 12.
- Met with Carolyn Holt to continue to plan class on Spirituality & Aging. Opened registration for class to church members. Class was fully enrolled within 24 hours!
- Co-taught first session of Exploring Membership class on August 5. Will co-teach second session on August 12.
- Hospital visit to church member on August 5.
- Held staff meeting on August 7.
- Attended Worship Ministry meeting on August 7.

- Will attend Sanctuary & Immigrant Support Ministry meeting on August 8.
- Will attend Caring Ministry meeting on August 9.
- Will attend celebratory dinner with members of the 2018 Preaching Practicum on August 9.
- Will attend reunion dinner with Ministerial Search Committee members on August 12.

Books Thom Read This Summer

White Fragility: Why It's Hard for White People to Talk About Racism by Robin DiAngelo. This new book published by UUA's Beacon Press is getting great reviews including a significant profile in the *New Yorker*. I'm recommending it to everyone I know.

When They Call You A Terrorist: A Black Lives Matter Memoir by Patrisse Khan-Cullors & Asha Bandela. One of the most powerful books I've ever read, this stunning memoir grounds the movement for black lives in the personal life story of one of its founders.

The Cross and the Lynching Tree by James Cone. This 2011 work of contextual theology by Cone, who died earlier this spring, is both of summary of his career and a crowning achievement.

Centering: Navigating Race, Authority, and Power in Ministry, edited by Mitra Rahanema. This was the UUA's common read book for 2017-2018. Ministers of color write with honesty and clarity about their experiences leading in Unitarian Universalism.

Days of Awe by A. M. Homes. The brand new collection of short stories by one of my favorite contemporary writers.

Seveneves by Neal Stephenson. This doorstep of a sci-fi novel was on President Obama's 2016 summer reading list.

Natural Causes: An Epidemic of Wellness, The Certainty of Dying, and Killing Ourselves to Live Longer by Barbara Ehrenreich. Like only she can, Ehrenreich combines anthropology, cultural criticism, and cellular biology to challenge our understanding of our own bodies. Fun fact, I once had a piece of writing published in the same collection as her!

A Model World and Other Stories by Michael Chabon. Short stories from the Pulitzer Prize-winning author of *The Adventures of Kavalier & Clay*.

Every Riven Thing by Christian Wiman. Poetry about faith, cancer, and more.

Love Like Thunder by Jess Reynolds. The UU Meditation Manual for 2018.

I also read the UUA meditation collections from 1984, 1985, 1986, and 1987.

July 25, 2018

To: The Board of Trustees

From: Capital Campaign Task Force: Ivy Brezina, Cathy Cole, and Paige Hall Smith

Re: Report on Building on Our Legacy Capital Campaign

The Capital Campaign Task Force would like to share with the Board our thoughts about what made the campaign successful and what may be helpful for a future successful campaign.

Successes and best practices:

1. Raising a total of more than \$1.5 million dollars for the campaign. This was accomplished by going back to the congregation for a “second ask” and receiving an additional (so far) \$87,000.
2. Meeting the goal of raising half of the initial \$1.7 million goal during the silent early donor phase. This was important to show that we had the financial support of leadership in the church. This phase was important to our overall success.
3. Being transparent and keeping the congregation informed of the components of the Building Project so that the congregation knew what we were raising funds for. It was also important to give congregants opportunities to give feedback regarding design and other building features so that they had “buy-in” in the project.
4. Collaborating with Mark Ewert, a UU Generosity Consultant. We feel that this was money well spent. He conducted a financial feasibility study, conducted volunteer training for both the silent phase and general campaign, provided consultation on campaign materials and guided us in best practices for conducting a capital campaign.
5. Having a Financial Feasibility Study. By doing this we realized that we would not be able to raise funds sufficient to fund the “vision” plan and that, in fact, might raise more funds by reducing the scope of the project.
6. Having ALL Board Members take on a leadership role by hosting or facilitating at cottage meetings, making one-on-one stewardship visits, contributing financially to the Capital Campaign and making mop-up phone calls to get full participation of congregants.
7. Having the support and leadership of Rev. Thom Belote and Marion Hirsch. It was extremely helpful and important to have both the Minister and the Director of Lifespan Religious Education identify leaders to help with the campaign, reach out to potential donors, and help with messaging.
8. Working closely with the financial manager, Andrea Sordean-Mintzer. She tracked the contributions and provided regular updates to the Capital Campaign Task Force.
9. Working closely with the Finance Task Force to create an educational brochure on how to donate assets to the campaign.
10. Having a nice, colorful, campaign brochure.
11. At the suggestion of our consultant, we ran the Capital Campaign and the Annual Pledge Drive at the same time. This reduced the number of times that we asked members for money, but it was confusing to many people in spite of many attempts to explain the differences. It might be worthwhile to explore other models to see if the joint model is the best.
12. The cottage meeting format worked well for those people who understood that they were not going to be pressured to give money at the meeting. Again, we had problems getting this message out even with extensive publicity. This was the third year in a row that we had used cottage meetings for the annual pledge drive, so this format shouldn't be used for the annual pledge drive for at least three years. We recommend that the Board consider having cottage

meetings for another capital campaign only if it's not the third year in a row, which will allow them to be "fresh" for the campaign.

13. We had several "celebrations" throughout the event: a party for the major donors after the silent campaign; a dinner and a show kick-off; and a lunch to celebrate the close of the campaign. All these events were well-attended and well-received. While we did spend some money on them, the costs were minimal. We believe that these celebratory events were important and worth the money because it is important to celebrate our work together and our successes.

Suggestions and improvements for future campaigns:

1. The board created four separate task forces: Capital Campaign; Building; Communications; and Finance. Each task force had its own mission and there was a presumed "shared leadership" with no clear line of authority. This structure created some problems:
 - a. Although the Capital Campaign Task Force was charged with fundraising, the structure led to a cumbersome decision-making process with "too many cooks in the kitchen"
 - b. We had to spend much time and energy trying to head off efforts by other task force members to pursue activities that did not align with our fundraising model.
 - c. Several of the Capital Campaign Task Force's marketing efforts were duplicated by the Communications Task Force which led to frustration for members of both task forces.
2. The next time it might be better to have a communications person(s) as part to the Capital Campaign Task Force so that fundraising and congregational engagement are more aligned. That person could then organize others to help with the communication activities as needed.
3. The Board President determined that monthly meetings of all building task forces were necessary rather than allowing the task force members to make that decision, as stated in the charter. It is hard to identify how these meetings contributed to the actual fundraising. During the campaign, at one point a Board liaison, the Board President, and Board Vice President all attended task force meetings. We also had a task force person provide monthly reports to the board. We feel it was unnecessary to have multiple Board Members attend these meetings as it created a sense of distrust and too much oversight. We suggest that it is sufficient to have the Board Liaison attend task force attend meetings and have a task force member make monthly reports.
4. We had a slight hiccup in the beginning of the campaign in which our stewards and facilitators were giving mixed messages about the suggested amount for congregants to give. This was quickly rectified by tweaking the message.
5. We found it difficult to get 100% participation from the congregation. There was a misconception that to participate you had to pledge a certain amount of money. We changed our message to "no amount is too small" to rectify the misconception. However, it was disappointing that 95 households (almost 30%) did not contribute to the capital campaign.
6. Points 4 and 5 above are, potentially, contradictory. We wanted to give the message that we hoped people, on average, could contribute 3x their annual pledge and pay it over three years, giving us the amount needed if we were to make our goal. This amount however was beyond the reach of many, hence, point 5. So going forward, much thought needs to be given as to how to express an amount that will lead folks to stretch and make it possible reach the goal but still makes it clear that "no donation is too small."
7. There were times when the Board worked against rather than with the Capital Campaign Task Force. This lead to confusion in the congregation and undermined the process we had outlined to the congregation. For example, we told the congregation that they would have the opportunity to vote on which of the three original plans they wanted (basic; middle, vision).

However, the Board made the decision to go with the “vision” plan, and the congregation didn’t have the opportunity to vote. Some members of the congregation referred to this as a “bait and switch.” At the congregational meeting to inform the members of a delay in the Capital Campaign because of the need for more preparation, the Board ran the meeting without input from the Capital Campaign Task Force with the result that congregational members left the meeting disgruntled and confused. On other occasions, the timeline thoughtfully prepared by the Capital Campaign Task Force, with input from our consultant, was disrupted by the Board. At the best of times, Capital Campaigns are challenging so it is essential that Board and task force work “hand in glove.” For the next campaign the board will want to give serious consideration on how it will support and trust the task force.

8. Our congregation does not have the “culture of giving” that is needed to reliably fund our annual budget needs or the capital campaign. We strongly suggest that the Board develop a sound approach to year-round stewardship and implement this long before the next capital campaign. In this context, stewardship is seen as a year-round activity that improves congregational support, care, and engagement and links congregational care and engagement to commitments of time and financial support. It may be useful to bring in a UU consultant to help think through how we want to structure this and integrate this with our annual pledge drive.

In conclusion, we want to stress that a successful capital campaign is a team effort. There are a lot of moving parts—fundraising, education, finance, building design—and these efforts do require good coordination, collaboration, clear lines of responsibility, and respect. Lapses in these essentials can make the process more stressful and potentially less successful. It is essential that the Board recognize that, for the duration of the campaign and the time leading up to it, that the campaign is the most important thing going on in the church, and that it is essential that the Board and its members be very supportive and trusting. The people involved in this campaign with fundraising, congregational education, financial planning, and building design all worked very hard, and all of these activities together led to a successful fundraising campaign.

Fundraising aside, capital campaigns are incredibly time intensive, stressful, and can be personally draining. In some churches, and even in our church’s history, the fallout from campaigns can be problematic, and people have left the church after it was over. Good interpersonal relationships and interactions are an important part of a successful fundraising effort, and it is important that the needs and feelings of the people involved be taken seriously. To that end, the organization of the campaign needs to consider not only the important tasks that need to be done but the needs of the people involved.