

**Thomas Jefferson Memorial Church - Unitarian Universalist
BOARD OF TRUSTEES SEPTEMBER MEETING**

September 19, 2018

MINUTES

In attendance – Adam Slate – President, Donna Baker – Vice President, Ann Salamini – Secretary, Elizabeth Breeden, Beth Jaeger-Landis, Kelsey Cowger, Leia Durland-Jones – Ex Officio, Jeanine Braithwaite – Treasurer, Cindy Shepard

Absent – Ian Sole, Christina Rivera – Ex Officio, Erik Wikstrom – Ex Officio

Guests - None

I. Opening--(45 minutes total) Opening/Closing Words (Donna), Snacks (Donna), and Process Review (All)

Opening words – Donna

Check in

Community Time / Public Comment - none

1. Acceptance of Agenda

MOTION: Accept the Agenda.

Unanimously approved.

2. Correspondence (see text at end of minutes) -

- Janice Walker, New Member Recognition Ceremony – This is an invitation to board members to meet new members in an informal setting. We are invited to attend after either or both services on October 14th.

II. Reports

1. President's Report (written) and welcome to new members – Adam Slate

Welcome to our new board members. Adam gave a brief introduction to how we use google drive to share documents for our meetings.

2. Vice President's Report (verbal) – Donna Baker

- Donna plans to attend an early meeting of each council: Community Life Council on September 25th and Social Justice Council in January. Also she will talk to Sally Taylor and Karen Ransom about the policy review they are undertaking.

3. Treasurer's Report (written) – Jeanine Braithwaite

Finance Committee will meet the week before the board this year instead of earlier in the same week. At their meeting last week a unanimous decision was made to allow the church savings account to reach a level of \$80K before the line of credit would be activated to pay expenses. Lowering the \$100K level which had been decided last fiscal year would allow the current proposed \$16.5K deficit to be covered without incurring external debt. This year's proposed deficit would bring the savings from \$107K to \$90K. This decision takes the congregation's concern over external debt into account. Total church assets stand at \$2.3 million.

Discussion:

- Does the board need to approve this policy change? – Yes. Jeanine will bring this to the next board meeting for approval.
- Can we postpone the board's decision until we approach the \$100K level? In the interest of acting strategically to bring the congregation back to leaning in, we may improve the stewardship efforts. – Agreed.
- A new stewardship team under Jeanine's leadership will meet this Sunday.

4. Lead Minister's Report (written) – Erik Wikstrom (includes current version of Disruptive Behavior Policy)

5. Director of Faith Development Report (verbal) – Leia Durland-Jones

Church school is getting off to a good start. OWL parent orientation is happening downstairs as we speak. There has been enthusiastic response from children, youth and the adult volunteers. We are also working on the Adult Faith Development classes.

6. Director of Administration and Finance Report (none) – Christina Rivera

7. Membership Report (written) – Sally Taylor

We have 426 members as of August 31st. That number has varied between 425 and 430 since the Spring.

8. Board Liaison Reports

• Personnel Committee – Donna + Elizabeth

There is a lot going on, including review of the Personnel Policy Manual and revisiting UUA guidelines for job description and benefits package for each staff member. They are also looking at how to evaluate staff and hope to recommend an evaluation procedure to use over a three-year period. They are reviewing templates for the letters of agreement to make them more consistent across staff.

Adam has been working with staff evaluations this year. The staff prefer that the process not change every year. He won't go forward with staff interviews until Personnel Committee can look over his drafts and decide how they want to participate.

Ordinarily the past president acts as board rep on Personnel Committee. Since Adam was voted back as president, Elizabeth will take over as board rep.

- Nominating Committee – Adam

Donna will be the board rep to Nominating Committee going forward. Their work is quiet for the time being since elections were held at the congregational meeting.

- 75th anniversary – Leia

We hope to have another event this fall which includes a video greeting from UUA President Susan Frederick-Gray. This may accompany the all church talent show and fall auction scheduled for November 10th.

There is also interest in showing President Frederick-Gray's GA sermon as part of the board retreat, and possibly opening that to the congregation as well. – Whatever plans we make need to be well publicized, something that is complicated by no longer having orders of service.

III. Consent Agenda / Electronic Motions

1. Approve August 2018 Board Minutes.
2. Accept verbal and written reports as submitted.
3. Appoint Donna Baker as Board representative to Nominating Committee
4. Appoint Elizabeth Breeden as Board representative to Personnel Committee.

MOTION: Approve the Consent Agenda.

Unanimously approved.

IV. New Business

1. Ideas for Board retreat agenda – Adam

This is a time to get together and orient ourselves for the year. Last year's agenda included a warm up activity, development of a board covenant and mission statement, a racial justice training, strengths assessment and development of board goals. The time frame is typically a Saturday from 8:30AM to 4PM.

Tonight we can talk about what we should include in this year's retreat. Exec will likely finalize the agenda.

- Board priorities, covenant, mission statement.
- Some significant educational element.
- Strategize how to lead congregational healing from this year's turmoil, both in terms of trusting each other and in healing exercises so people feel they wish to participate again. The language we use will be very important.
- Training in mediation or facilitated dialog.

- Any educational component should relate to healing from this past year.
- We need to be proactive regarding our own skill set.
- How can we use the skills presented by Paula Cole Jones?
- We also need to prioritize what we do and don't try to do.
- Can we spread the leadership on some of this work beyond the board through a task force?
- We need to have a strategy coming out of the board retreat so the congregation knows that we have a plan to move forward.
- Reconciliation may be more to the point than mediation.
- We can't just say 'let's get over it' – we need sit down conversations to be productive.
- Some people say 'I'm not being heard.' Others respond 'I hear you, I just don't agree.' How do we deal with that tension and how long do we do that dance when it's not productive?
- We can't just say 'I disagree.' We need to get to 'I am also frustrated by this impasse. Here are some solutions I see. What do you think?'
- Susan Frederick-Gray's GA sermon, however we choose to show it, will bring UU values to our work.
- Can we get some understanding of the budget changes? – Yes, Chris wants this to be part of the retreat.

Send additional ideas to Adam. He will send out a poll to choose a date.

2. Congregational meeting debrief – Adam

Thanks to those who helped plan and execute the meeting. It was especially difficult for Sharon Baiocco to be nominated without foreknowledge.

MOTION: Enter executive session.

Unanimously approved.

MOTION: Leave executive session.

Unanimously approved.

Summary – We debriefed the meeting. The Conflict Resolution Committee laid out in the Disruptive Behavior Policy will be activated. The Conflict Resolution Committee consists of: Lead Minister, Board President-Elect, Board Secretary, Chair of the Committee on Ministry or his/her committee designate, Chair of the Personnel Committee or his/her committee designate, and the Director of Administration and Finance. It was suggested that someone with pastoral care/mental health therapeutic experience be included in this group

BREAK AND GRATITUDE CARDS (10 min) - Please think of people the Board should recognize for their recent contributions to our church community.

V. Old Business

1. August 5th congregational conversation debrief - Donna

This day marked the first attempt to bring folks together to talk after the letter laying out demands for ministerial change went out. Members of the board, Personnel Committee and Committee on Ministry met with Kathy McGowan and Paula Cole Jones the day before to discuss the response needed and create a format to encourage everyone to speak in an orderly, manageable timeframe. At the meeting the board agreed to these next steps:

- Board debrief – this discussion.
- Present and discuss pulse survey results – we will meet with COM later this month to receive their report on the survey and promptly release it for conversation with the congregation.
- Make revised job descriptions available. Personnel Committee is working on these.
- Hold ongoing feedback sessions. – Adam is working with staff to calendar these.
- Foster inclusive, multigenerational conversations and participation.
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- What are your thoughts, questions, ideas for further work?
- Have we identified the young person who requested an intergenerational committee? – Yes, Margaret Lambert. This type of committee is an idea supported by our Southern District consultants as a way to involve younger members. Leia has reached out, looking for ways to involve her.
- What do we need to do to move toward reconciliation?
- Does one's level of financial and volunteer support translate to power?
- Younger and older members alike felt ageism being expressed.
- One large question concerns how we plan to support the church. The stewardship position and year round stewardship conversations were raised up. - The DAF's stewardship presentation at the congregational meeting on September 9th was very helpful. It showed the work we've been doing and the plans moving forward.
- Many people's comments focused on how we used to do things and how we do things now. Part of that may be a generational gap but there may be other factors. For example, we used to call for volunteer work parties for jobs like moving a huge mulch pile. The new way is to hire a crew to do it. The old way is for core leadership to break a large task into small enough jobs that a large group of volunteers will come forward. PACEM, Balloon Sunday and the yard sale are examples.
- The DAF's stewardship presentation answered for many of us the question what is stewardship. The old way in stewardship was trying to get everyone to give a little bit more. The new way involves targeted calls to ask for significant increases. Is it just a matter of asking for volunteers? Does Christina have enough relationships with the people she needs to ask to get the stewardship work done?
- A larger strategic question is how to get people to offer what they have to offer. Right now people don't feel asked.

- We need data – some churches give out questionnaires and exit surveys. Our attendance data has been useful recently. Some churches include a survey in the visitor or new member packets or conduct exit surveys. I don't know if this would fall under stewardship or membership.
- Data needs to be situated in a larger context. What data do we need? We might choose to collect data on volunteer strengths and loves, but we need a volunteer coordinator to actually make use of it.
- You could send out a range of things that need doing: if you're interested, check the box. Communicate things that we need help with.
- We heard divisiveness around lead ministry. This should be part of the retreat conversation.
- People asked how do we heal? – People want this resolved so it doesn't become protracted. We have work to do, but these conflicts will stay with us: people still bring up the solar panels. We're here to listen; a sense of urgency about too many things doesn't help. The most credible concern which calls for urgency is the deficit, which we are addressing.
- There is a gap between membership and stewardship data. People move along a spectrum of membership. Part of stewardship is how you help people move along the spectrum. The church is changing; new people feel differently than people who have been here a long time. If you want to be part of the voice that moves the church in a new direction, you have to help make it work.
- We need to answer the question, will there be a report on these questions and ways forward? How will we communicate our next steps?
 - The questions fall into open-ended statement of facts, subjective questions and questions that we do answer. (For instance, we answered the question what is happening with the pledge drive?) Should we report out on these categories?
 - A lot of this will be covered in the pulse survey and the notes from Paula Cole Jones' notecards. We should have something to show people coming out of our retreat.
 - Part of our conclusion could be that this is one source of information that we are considering along with the pulse survey and Paula Cole Jones feedback. When we come out of our retreat, we need to show a direction forward based on what we've heard.
 - Erik's Monday night meeting to share feelings around the racist note is also a source of feedback, although no notes were taken at the time.
 - There are a lot of questions here, also in the pulse survey. Paula's feedback is about things we should be doing. It does feel like we're finding our way back to each other in a small way. There seemed to be more curiosity in the questions asked about the budget this time. The notecards from Paula are meant for groups to work on. But there are people who do see August 5th as a set of questions that we have to answer. We need to create a strategy and good priorities and also answer select questions.

- Just answering some questions and compromising on some small points, like the line item budget, is helpful. It was the resistance to being transparent on the budget that was the problem.

VI. Closing Activities (5 minutes)

1. Process Review / (all):

(How you are feeling and / or what you would like to see different.âç)

- Impressed by our new board members
- Overwhelmed by the work to do this year
- Grateful
- Welcomed
- Welcomed and ready to work
- Energized
- Energized but tired
- Don't want an 8:30 meeting.
- Pleased and energized.

2. Things to do / communicate –

Adam – send out poll to choose date for board retreat.

Adam – pick date for COM to present survey to Board. (Beth – coordinate with COM on meeting time.)

Ann – send snack and words sign-up sheet.

Jeanine – bring Finance Committee policy on asset level before activating line of credit

3. Closing words - Donna

Dates to remember –

- October 3, 2018 - Exec
- October 14, 2018 - New Member reception after both services LH2 (good cake!)
- October 17, 2018 – Board meeting

Upcoming topics -

- Policy Review panel - (Empower group to undertake policy review process and bring policy manual up to date)
- Charge for Personnel Committee

REPORTS

President's Report

President's Report to Board September 15, 2018

Dear TJMC Board of Trustees,

I want to welcome our three new members to the Board of Trustees. We have two new Trustees--Beth Jaeger-Landis and Elizabeth Breeden--who have been inspirations to me as UUs for many, many years, and one new Trustee--Kelsey Cowger--who gives voice on the Board to our younger and newer members who are working to figure out how to be heard and find their place in the congregation. I'm glad to be working with all of you. I also want to thank Donna Baker for stepping into the role of Vice President, which was vacant last year.

In my email to you this past week, I outlined the various meetings and activities that our Board is involved in. I'm going to summarize them here so they will be part of our Board meeting minutes:

- The Board of Trustees meets monthly on the third Wednesday of each month. These meetings are open to the public.
- The Executive Committee of the Board, comprised of the four Board officers and the three senior staff, meets the first Wednesday of the month to plan the Board meeting agenda. It will also begin meeting on the fourth Monday of the month to cover other topics that need to be coordinated between the senior staff and Board leadership. Some of these then come to the Board as action items.
- I am planning to meet with senior staff one-on-one monthly. I have a standing bi-weekly meeting with Wik, and hope to schedule a monthly meeting with Chris and one with Leia.
- Board members serve on various committees of the church as part of their Board role. Jeanine Braithwaite serves on Finance in her role as Treasurer. Elizabeth serves on Personnel, and will therefore be our representative to that committee. At our upcoming meeting, we will vote on Donna serving as our rep on Nominating.
- We will plan a Board retreat in the next month or so to plan our goals for the year, and do some orientation and training.
- I want to continue having conversations with the congregation on a monthly basis to solicit questions and feedback. We have already talked about a few that would have a specific theme: the minister's role, how to read and understand our financial statements, the shared leadership staff model.
- Lastly, I consider it a primary Board responsibility to interact with the conversation on a regular basis: Show up on Sunday. Meet new visitors. Talk about what being a UU means to people. Listen to congregants' experience. Engage with as broad a cross-section of the congregation as you can.

There are other responsibilities for Board members that we will talk about moving forward. A good place to start understanding these would be section V.3 of the bylaws.

* * *

Much of my work this month has been centered on bringing a budget before the congregation to pass at the September 9 congregational meeting. We held three budget review sessions, one of them an online seminar that went without a hitch. (This was new territory for us, and I hope to use the tool moving forward.)

A handful of Board members also met with a few of the congregants who mailed the letter to the congregation calling for the dismissal of our minister. I believe we all found it to be a helpful meeting. As you know, some congregants have recently expressed feeling hurt and dismissed, and face to face meetings are important for talking through those kinds of experiences. I believe most of us in the meeting left feeling more heard. While there continue to be disagreements about the direction we want the church to go, we can at least make sure to let each other know we are listening to each other.

* * *

Thank you so much for your ongoing role as a church leader. I am looking forward to our meeting this coming Wednesday.

Faithfully,
Adam

Treasurer's Report

Treasurer's Report
September 23, 2018

Due to some job-related commitments/interference, I am writing this report after the Board meeting on September 19, 2018 and adding it retroactively to the Minutes.

The Church Year (CY) 2018-19 budget was approved at the Congregational Meeting of September 9, 2018 with a projected deficit of \$16.5 thousand, against projected revenues of \$536 K and projected expenses of \$552.5 K. The CY runs from June 30 to July 1.

CY 2018-19 revenue for end-July 2018 (the last date that financial data were available for the writing of this report) were \$40 K, led by current pledge revenue of \$21 K, against total expenditures of \$34 K. These numbers are too early in the CY for any meaningful analysis, but are reported for the record. Liquid assets on our balance sheet, namely our business checking and business savings accounts at Wells Fargo Bank, stood at \$107 K. Specifically, the business savings account is at \$100.3 K.

Last CY, the Finance Committee had proposed a policy and the Board had ratified the policy by a vote, that if assets in the business savings account dipped below \$100 K, that we would activate an external Line of Credit (LOC) and take on external debt. This did not happen last CY, and as of this writing (September 23, 2018), TJMCUU has no external debt.[1]

At the Finance Committee Meeting on Sept 11, 2018, the Committee voted unanimously to recommend to the Board to reduce this floor to \$80 K, and to therefore not borrow from the LOC this CY unless assets in the business savings account fell below \$80 K. The judgment of the Finance Committee was that the amount of the deficit this CY (\$16.5) was not excessive vs. our assets and was not worth incurring interest this year.

The Board discussed this recommendation and decided to hold off action until it could review more information about revenues, specifically pledges, given the new Stewardship plan discussed at the September 9, 2018 Congregational Meeting.

A new Stewardship Team has been convened, led by Treasurer Jeanine Braithwaite, with a primary goal of raising financial stewardship at TJMCUU in our year-round canvass efforts. Volunteers are enthusiastically accepted, please contact Jeanine Braithwaite at Treasurer@uucharlottesville.org

[1] TJMCUU does have \$125 K of internal debt. This internal debt is the Summit House Loans/member bonds of \$125 K which are liabilities on our Balance Sheet and which are not owed to any individuals, but are a collective debt to the congregation held against our assets as a whole. These obligations are paid off slowly over time out of our earnings from our Endowment invested at the UUA. The SHL payments are part of our budgeted expenditures, but are offset by budgeted income earned from the Endowment.

Minister's Report

Lead Minister Report to the Board — August 15, 2018

I am very happy to report that I have observed a renewed spirit in the building on Sunday mornings, and I am not the only one. I have had a lot of people come up to me after worship – as well as at other times in person and via email – to say that it's feeling “like church” again. If I had to put a date on it, I'd say that I first was aware of feeling a re-energized community was during the weekend of the congregation's Yard Sale.

So many people come together to make that event happen, and while it is an enormous amount of work, the vast majority of people I've spoken to have expressed how much they enjoyed being a part of it. And there were a lot of people who were part of it. I know that when I asked the next Sunday for folks to raise their hands if they'd been involved in any way – including

donating items or buying things – nearly every hand was up. And when, a couple of weeks later, Elizabeth read on Walter's behalf a list of people he wanted to thank, I joked afterward that it would have been easier to read the list of people who *hadn't* been involved.

And that enthused, engaged energy has been palpable in the sanctuary as well. There seem to have been a large number of visitors over the past few weeks, the vast majority of whom have been returning. There have also been a number of congregants who had "taken a step back" (because of their discomfort with the discord they'd been feeling) who have now begun attending once again. Many of these folks have been among the people who've told me that they're feeling something different.

For myself I have to say that I feel more grounded at the start of this new church season than I have in a long time. Often there has been a feeling of spinning our wheels, trying to get some traction, because one thing or another (or *many* things) had prevented the staff from being able to do the necessary prep work before the new year began. (Last year was the most extreme example of this by far, yet it has seemed to have been a pattern to a greater or lesser extent every year.) This year, though, the worship calendar is more fully sketched out than it has been in previous years, and I've been putting structures in place to make it easier to keep up with the timely communication of things like the month's worship focuses, and resources to help congregants engage more deeply with the monthly themes.

While speaking about worship, I want to lift up an experiment that I'm very excited about. Last year I opened up membership in the Worship Weavers Guild to people who had gifts that would deepen our congregation's worship life, yet who were not comfortable being "out front." It had previously been the case that a person had to be willing to co-facilitate a certain number of services, but this had unnecessarily excluded people who had a lot to offer. This year I'm trying to open the Guild even further, reaching out to people (especially our youth) who would be interested in co-facilitating worship yet who are unable for one reason or another to make the commitment full-time Guild membership requires. These "part-time" Weavers will allow even more of our members to be actively involved in our liturgical life. (Liturgy, interestingly, comes from a root which means, "the work of the people.") It is still the case that not everyone who is interested in being a Weaver should be a Weaver, just as not everyone who wants to be involved in any of our leadership positions should be encouraged to do so. We do need more than "warm bodies," and it is good to try to match a person's gifts with the needs of a particular area of service. Nonetheless, the more of our members who are able to contribute to our worship life, the more it truly will be "the work of the people."

I'm also excited that in planning AFD for this year, Leia and I are exploring offering a few programs as webinars. This will allow for people to participate who are unable to physically be at church, and if we record and then post these sessions online, they will become accessible to even more people. We are also thinking about filming other programs for the same reason. People will not be able to personally interact with these recordings, of course, yet they will be able to engage with the material and to see how other folks in the congregation took part.

I am happy to respond to any questions people might have about any of this, either at our meeting or any time via email (or face-to-face conversation, of course).

There is one more thing I want to lift up as part of my report this month. As I said at the end of the Congregational Meeting on Sunday, September 9th, there was an extremely marked difference between the energy in the sanctuary during the (awesome!) Balloon Sunday service in the morning, and the meeting there in the afternoon. One was contagiously celebratory; the other was disconcertingly contentious (to put it mildly).

Following the meeting, and in the days immediately after, a number of people spoke of feeling not only uncomfortable during the meeting, but that some of the behavior was aggressive enough that they felt unsafe. In a conversation Adam and I had recently he said something to the effect that it absolutely shouldn't be the church's job to monitor everyone's behavior. Put another way, if people want to behave badly, they have that right. (We can hope that each of us will monitor our own behavior and try to live up to the promises we make to one another in our covenant. Knowing that we're human, after all, it's pretty certain that all of us will, at some time or other, "fall short.")

On the other hand, it absolutely should be the church's job to do what we can to try to ensure that people feel safe here. In January of 2010 we drafted a policy to address what we called "disruptive behavior," and the Board approved the policy in June of 2011. The policy was updated in 2015, and it provides clear guidance for how to respond to behavior that is far enough out of covenant that, "a person's physical and/or emotional well-being or freedom to safely express his or her beliefs is threatened."

In the time I have been here there have been several incidents which I believe could have triggered this policy. It seems inarguable that some of the behavior of a few members during the Congregational Meeting certainly should. While the policy can be found in our Policy Manual, I'm including the text of it as an addendum to my report.

Pax tecum,

RevWik

Addendum: The "Disruptive Behaviors" Policy (as it stands currently)

Draft by the Conflict Resolution Committee, 1/14/2010

Board approved: June 2011

Revised: August 2015

VIII: COMMUNITY SECURITY

A. DISRUPTIVE BEHAVIORS

POLICY VIII.A.1:

The TJMC Board of Trustees shall assure that written procedures are in place to assure that persons demonstrating disruptive behaviors are dealt with quickly and respectfully for the security of the entire church community.

The TJMC Board of Trustees shall assure that these written procedures are available to the entire TJMC staff and the congregation.

Said procedures shall be reviewed at least every five years.

Rationale:

While honoring the worth and dignity of every individual is one of the central tenets held by TJMC, and is expressed in the Unitarian Universalist Purposes and Principles, we believe our congregation must maintain a secure atmosphere in which openness can exist. Our church strives to be an inclusive community, affirming our differences in belief, opinions, and life experiences.

Concern for the physical safety and emotional well-being of our congregation as a whole must be given priority over the privileges and inclusion of a particular individual. To the degree the disruption compromises the health and well-being of this congregation, our actions as a church must reflect this emphasis on personal safety and security. When any person's physical and/or emotional well-being or freedom to safely express his or her beliefs is threatened, the sources of this threat must be addressed firmly and promptly. To the degree possible and appropriate, confidentiality will be maintained.

Definition:

For purpose of this policy, disruptive behavior includes but is not limited to:

1. Perceived threats to the safety of any adult or child, such as physical or verbal abuse, threats of bodily harm, or sexually inappropriate behavior.
2. Disruption of church activities; and
3. Diminishment of the appeal of the church to its existing and potential membership through unwanted advances, harassment, and abusive or inappropriate language.

Establishment of the Conflict Resolution Committee

The Conflict Resolution Committee will be composed of 6 Members of the church or Church Staff who hold the following positions: Lead Minister, Board President-Elect, Board Secretary, Chair of the Committee on Ministry or his/her committee designate, Chair of the Personnel Committee or his/her committee designate, and the Director of Administration and Finance.

Procedures:

I. In those instances in which an immediate response is required,

A. The offending person (s) may be asked to leave the premises.

B. A meeting or activity in progress may be suspended until such time as it can safely be resumed.

C. The Police Department may be called if further assistance is required.

D. The Minister or Board President must be notified if these interventions are undertaken in their absence.

E. An official letter to the offending person(s) describing the concerns and detailing what steps must be taken before returning to church activities may be sent by the minister and Board President. A copy of this letter will be kept in a secure file to which only the Minister and Board President have access.

F. Follow-up communication to the individuals or groups involved will be provided as appropriate and necessary.

II. In those instances in which an immediate response is not required.

A. The Conflict Resolution Committee will be asked to resolve the situation.

1. The committee will refer to the Principles of the UUA in determining what is acceptable and what is deemed disruptive behavior.

2. The committee will collect all relevant information.

3. The committee will determine an appropriate response on a case-by-case basis.

4. The committee will evaluate the problem considering:

a. SAFETY—Is the person(s) a threat or perceived threat to another person(s) or property?

b. DISRUPTION—How much interference with church functions has occurred?

c. OFFENSIVENESS—How likely is it that existing or prospective members will be driven away?

5. The committee will determine a response considering:

a. CAUSES—Why is the disruption occurring? Is it a conflict between the person(s) and others in the church? Is it due to a professionally diagnosed condition?

b. HISTORY- What has been the frequency and degree of disruption caused in the past?

c. PROBABILITY OF CHANGE—How likely is it that the problem behavior will diminish in the future?

B. Committee Response and Official Action Taken:

LEVEL ONE: After investigation the committee deems no action is required.

LEVEL TWO: (Communicate)—The Conflict Resolution Committee will inform the Minister and the Board President of its assessment of the problem. The Minister (if available) and a member of the committee will meet with the offending person(s) to communicate the concern and discuss ways to modify the disruptive behavior.

LEVEL THREE (Suspend)—The Committee will recommend to the Board and the Board will decide. The offending person(s) is suspended from the premises and activities of the church for a limited period of time, with reasons and conditions of return communicated in writing by the Minister and Board President. A copy of this letter will be kept in a secure file to which only the Minister and President have access.

LEVEL FOUR (Expel) - After hearing the recommendation of the Conflict Resolution Committee, the Board will decide whether to expel the offending person(s). Expulsion from the church means that the individual is no longer a member of the congregation, and the individual is directed not to participate in church activities or come onto church property. If so, a letter will be sent by the Minister and the Board President explaining the expulsion. A copy of this letter will be kept in a secure file. In addition, the Membership Committee will be notified of the expulsion in order for the person's name to be removed from the official membership roll.

C. Members of the church whose personal security have been threatened by disruptive behavior will be kept informed in a timely manner of the steps being taken to deal with the person(s), i.e., the source of the problem. In addition, the Minister may offer or recommend a qualified professional individual or group counseling to a church member who has been adversely affected by the disruptive behavior, or may refer them for additional help.

Director of Faith Development Report

Director of Administration and Finance Report

Membership Report

TOTAL MEMBERSHIP as of July 31, 2018: 429

Add:

Janine Jakim, August 5, 2018
Daniel Strong, August 12, 2018

Drop:

Eldredge, Patricia, email to Membership Tracker, August 6, 2018, archive
Spitzner, Dan, letter to Membership Tracker, August 6, 2018, archive
Schuyler, Carolyn, staff request, August 24, 2018, archive
Schuyler, Kevin, staff request, August 24, 2018, archive
McKie, Martin, August 26, 2018, phone conversation with Membership Tracker, archive

TOTAL MEMBERSHIP as of August 31, 2018: 426 members

Sally Taylor
Membership Tracker for Membership Committee

Correspondence:

Dear Ann and Cathey,
Please forward this to the members of the Board and the Nominating Committee.

Our next New Member Recognition Ceremony will be held on October 14th at both services. The Membership Committee would like to extend invitations to the members of the Board, the Staff, and the Nominating Committee to join us after either (or both!) services for the reception we hold in LH 2 for the new members and their families. There will be (good!) cake and drinks and an chance to meet and welcome the newest members of our Beloved Community. This opportunity to meet with members of the church leadership has been a big hit with previous New Member groups, so I encourage everyone who can to join us in helping these folks into active membership. Feel free to contact me with any questions.

Thanks very much

Janice Walker

**Thomas Jefferson Memorial Church - Unitarian Universalist
BOARD OF TRUSTEES SEPTEMBER MEETING**

September 26, 2018

MINUTES

In attendance – Beth Jaeger-Landis, Leia Durland-Jones – Ex Officio, Donna Baker – Vice President, Cindy Shepard. Erik Wikstrom – Ex Officio, Adam Slate - President, Ann Salamini – Secretary, Ian Sole, Christina Rivera – Ex Officio, Elizabeth Breeden

Absent - Jeanine Braithwaite, Kelsey Cowger

Guests – David Schutt, Ruth Douglas, Cathey Polly, Catherine Parsons

I. Opening Activities (10 minutes)

1. Opening words - Cathey Polly
2. Acceptance of Agenda

MOTION: Accept the Agenda.

Unanimously approved.

1. Approve September 19, 2018 Board Minutes.

MOTION: Defer approval of Sept 19 Board minutes until next Board meeting.

Unanimously approved.

III. New Business

1. Accept 2018 Pulse Survey report (30 minutes)

Adam introduced the topic: Our job tonight is to understand the strategy behind the survey and to formally accept the report of the Committee on Ministry, which administered it and collated the results. We will not consider how the survey should ideally be done or how it should be done next time.

COM members gave some explanatory comments:

- COM presents the collated data with no interpretation. Their feeling is that any interpretation will be biased and each person will interpret with their own biases.
- Respondents made occasional unrelated comments to each question which COM decided to include in the question summaries. This explains seemingly out-of-place comments in the summaries.
- COM has the ability to identify respondents; this is to be used only in cases of threatening or otherwise worrisome remarks.

Board comments and questions:

- This data is packaged in a very usable way. Thank you for that.
- The cover letter could be an opportunity for COM to establish itself as one of the groups responsible for taking feedback.
 - Mention that COM will be making use of the survey results in their work.
 - Suggest that members use the survey results to hear each other's voices.
 - The board has long agreed to release these results promptly. The letter should not suggest that we are resistant to that. – The COM included that request because the previous survey results were not released quickly and its administrators asked us to make that request.
- Do you have any cautionary thoughts on variables involved in the survey (ambiguousness of questions, for example?) – There is passion on some topics. Some written comment questions indicated a greater degree of passion than was reflected in multiple choice data. People who are upset tend to write comments and write longer comments. There were a few surveys which were signed. COM wonders if the board would benefit from viewing the comments, to understand the nuance.
- We have a feeling of indebtedness to the COM for this work. Your report represents hours and hours of work on your part and you are holding the passions expressed in the comments.
- Some respondents expressed a wish to be removed from the email list. - That can easily be done on both constant contact and survey monkey by the DAF. Rather than identifying those people from the survey, send an email to the whole lists asking if people want to be removed.
- Glad the survey was run the same way as last time. Going forward, an occasional question could be dropped or added, but not changed.
- What are the key variables we should be aware of in interpreting the results, such as the very high response rate (387) and the timing of the survey.
 - 80 of the survey responses were submitted in the first afternoon.
 - The passion of responses should not be surprising. It reflects the mood of many in the church.

- The passion of the comments suggest that the multiple choice responses might be very skewed, but that is not the case.
- People who are concerned are more likely to write a comment. There were some very long comments.
- There were some signed surveys.
- COM has debated whether the board should see the comments. There is nuance in the comments but the content would probably not be surprising to the board. The reasoning behind some of the comments might be helpful, but the preamble to the initial survey said comments would not be shared.
- COM could ask if signed survey respondents want their comments passed on to the board.
- A striking word that was used in comments is 'anguish'; you can feel it in the emotional content of some of the remarks. This does not come through as forcefully in the summaries.
- Overall, half as many people wrote comments as answered the multiple choice section. When reading the negative comments, remember that many people felt no need to make a comment.
- Some people are eagerly awaiting the results of this survey, expecting it to give clarity and direction. But it is not the only tool we are using to collect information and give guidance.
- Is it possible to compare the responses of, for example, 'RE families' or 'very engaged members' as a group? – We'll have to look into the capabilities of Survey Monkey. 'Are you involved in RE?' is a simple yes or no, so it might be relatively easy to group the multiple choice responses of that group, but not the comments.
- The word that really stood out was "anguish" which appeared in many comments. And the comments caused anguish in the reader; they were full of emotion.
- Thanks for lifting up the anguish. That doesn't always come through in a compilation.
- If a board member wants to read the comments, can we just ask for them? –
 - There was an initial assumption that comments would not be shared.
 - Those who signed their comments have expressed their views elsewhere. There are no surprises.
 - Not all anguished comments were negative.
 - It's not clear what signing the survey means. "I want to be heard." "I am not anonymous."
 - It might be a violation of trust.
 - The next survey could allow people to choose to share their comments.

- The summarizing is very hard work so COM has our immense gratitude for that. We took the survey at a point of great polarization, so that is reflected in the summary.
- The hardest thing is the board's problem, not the COM's. We can't wait a long time to present action items. This iteration of the survey had a larger response so we have more "middle" in the bell curve of comments. We need to identify trends and strategies for improvement. It's good that the moderate comments were not combined with another degree of response in the analysis.
- There were several comments that were rather negative about older members who don't want to change. It was disturbing to see that kind of polarization. – That negativity is felt on both sides of the age spectrum. It is something that needs to be addressed and the board feels that as a priority.

MOTION: We accept this report with gratitude and humility.

Unanimously approved.

2. Discuss communication of Pulse Survey to congregation - Adam (30 minutes)
 - COM is eager to send this out. There are two scheduled conversations within the next week. There needs to be a distinction made between presenting the survey and responding to it. Does that make our presentations this week a Q&A? How should we proceed? - The whole thing should go out to the email list with summarized comments right away so people can look it over before the conversations this week.
 - Should this go out with the 2015 results so a comparison can be made? – The whole point of a pulse survey is to track results. The spreadsheet created by Erik and Chris should be included as well.
 - The results of the 2015 survey are not currently available on the website but a survey page will be created to hold all Pulse Survey results.
 - Board and COM shouldn't feel defensive about requests for next steps. We can simply say the survey results will be part of how the board shapes their priorities at their upcoming retreat.
 - The survey doesn't come as a surprise. The board has been working on these issues.
 - Give them all the data and give some time for it to be digested. Then have a later conversation to talk about the change. Present the comparison when it is framed by what the board plans to do about it.
 - At live sessions we can talk about current survey results. Can get pdf of last survey on web soon.

- COM can email their report right away. Then the Board can announce the scheduled conversations, including the comparison data.
- The numbers by themselves with no frame can easily be misinterpreted. Part of the upcoming presentations could be providing the comparison in the framework of the conversation. Then include the comparison data in the cover letter that accompanies the survey data online.
- Some people think the board is trying to control information. I'd like to see both surveys go out to everybody, to prove we aren't trying to withhold or control it.

Summary of roll out:

The COM will immediately email out the two surveys. At the conversations Sunday and Tuesday the board will present the spreadsheet comparing them and answer questions, communicating the board's plan to continue digesting the information and use it as one of the guiding documents in creating our goals for the year at the retreat. The board will decide on specific responses going forward.

- When the notice is sent out, mention that hard copies will not be available. The info will be projected at the meeting.
- Have the comparison spreadsheet come from the board: this is some of our processing.
- Chris will put a link to the spreadsheet in the Friday email with the message: You have recently received the survey results. Here are some comparison data that the board has found helpful.

Ian asked for a few minutes. Ian has made a decision to move to Oklahoma and needs to resign from the board. Thanks for all your support through the years. I'll miss you and the church. We've always had the best interests of the community at heart. I hope to return on occasion and continue our friendship. There is a UU church in Oklahoma City with a female minister.

You will be missed.

IV. Closing Activities (10 minutes)

1. Follow-up tasks

Things to do and communicate:

- Send out the email with the surveys - COM

Link to comparison spreadsheet in Friday email.

Printed packets on Sunday for those without email rather than relying on mail.

2. Process review

- Grateful to have this information in hand.
- Belonging
- Excited and sad (about Ian)
- Happy with the ways things went
- Grateful
- Inspired and sad
- Thankful and sad
- Very thankful
- Grateful
- Appreciative.

3. Closing words - Cathey Polly