

**Thomas Jefferson Memorial Church
Unitarian Universalist
BOARD OF TRUSTEES FEBRUARY MEETING
February 25, 2014**

DRAFT MINUTES

TJMC Covenant Statement

In order to create the beloved community we all desire for ourselves, we, the Congregation of Thomas Jefferson Memorial Church Unitarian Universalist covenant to:

*Communicate with compassion and respect, especially when we disagree
Celebrate diversity and nurture our inclusivity,
Promote social justice within our congregation and the larger community,
Generously support the ministries of the church with time, money and enthusiasm, and
Lovingly call each other back into covenant when we have fallen short.*

Board Goals 2014-15

1. Facilitate the implementation of the Strategic Plan.
 - a) Create and task an Information and Communication Task Force.
 - b) Create and task a Governance Task Force.
 - c) Create and task a Campus Maintenance Plan Task Force.
 - d) Support the development of a Capital Plan.
 - e) Support the Facilities Plan as adopted by the congregation.
 - f) Adopt Disaster Preparedness Plan.

Board Members Present: Breck Gastinger, Ian Sole, Jamie McReynolds - Treasurer, Marlene Jones, Kathy Philhour, Sally Taylor - President, Walt Megonigal, Amy Davis, Ann Salamini - Secretary, Erik Wikstrom – Ex Officio, Leia Durland-Jones – Ex Officio, Laura Horn – President Elect, Amy Wissekerke – Past President, Bev Thierwechter – Vice President

Board Members Absent:

Guests In Attendance: Trish Schechtman

I. Opening--(15 minutes total) Opening/Closing Words (Breck), Snacks (Breck), Time Keeper (Amy W.), and Process Review (All)

1. Opening words – Breck
2. Check-in
3. Acceptance of Agenda

Discussion – Add approval of Tyler Rines to the Endowment Committee. Add a brief update on the Strategic Plan to Old Business. Add a briefing on the upcoming UUA District vote on regional configuration to New Business.

MOTION: Accept the Agenda as amended.

Unanimously approved.

4. Public Comment –
5. Correspondence –

Initial Response to Erik's New Paradigm - Triune Leadership

Al Reynolds 1/29/15

The full case for Triune Leadership described by Erik is significant. As an early skeptic of the idea, I found Erik's white paper for the model to be quite convincing. I suspect that this document, which was included in the Board's packet before the Jan. 28 Board meeting, was influential in the Board's strong support for the model (9 for, 2 against, 1 abstention, as I recall).

The opening two paragraphs provide the basic argument for the model. They address the dual problems of the Minister as C.E.O. and the waning dominance of a patriarchal society.

I have some comments on the total document.

I am uncomfortable with the term *Minister*, a title that is maintained throughout the document for the called minister. I like the terms "*Director of Faith Development*" and "*Director of Administration and Finance*" for the other two. However, as long as the called minister continues to be referred to as Minister, the three can never be recognized as equals in the Triune.

I suggest that the title Minister be replaced by ***Director of Faith Ministry***.

While I am uncomfortable with the term "faith" in UU terminology, I think it is here to stay. (I suggest that faith be described in a few words in a future white

paper on the Triune Paradigm.) Faith Development is the expanded role of our former DRE. *Development* appropriately incorporates *Religious Education*. But how about Ministry? Director of Faith Ministry allows the old “Minister” to be on an equal level with the Director of Faith Development. Faith Ministry includes worship, music, pastoral care, rites of passage, justice, and maybe more. Erik’s paper provides insight into these issues in the final section (VI) of his paper.

It will be difficult to cease calling the Director of Faith Ministry “the Minister”, but until this happens I don’t see how the Triune can be accepted as equal by congregants. Using initials might help -- DFM, DFD, and DAF. Leia has always been known as the DRE until the recent change to DFD. Trish has become the DAF. Erik can become the DFM. There can be a fairly clear distinction between Ministry and Development. Of course, there remain the problems that the Director of Faith Ministry is the one specially “called” by a congregation, and that the DRM is “ordained”, but that is addressed in Erik’s document. (And a problem of minor importance is that the outside world and media will continue to use the terminology assigned to all other denominations, i.e., that the called clergy person is “the Minister”).

In the Board’s discussion of the new paradigm, several Board members expressed concern about the extent to which equality would be translated into equal financial compensation. One noted that this was not the way of corporations, while acknowledging that churches are different from companies. I have worked for both corporations and academia. I note that in academia, there is a president (the C.E.O. model), but there are extremely important financial and other administrators of great ability and long service. These administrators are paid highly, though, I suppose, not quite as much as the president. The important point is that all highest level leaders are not paid the same. (We’re all aware, of course, of the anomaly that the highest paid are the major athletic coaches, but that’s beside the point.) This issue of compensation levels is a thorny one for the Triune Paradigm for which neither the Board nor anyone else has a solution so far, and the Board appropriately punted on this issue by assigning it to the Personnel Committee for suggestions to bring back to the Board. I personally do not agree (at this stage) that equal pay has to be a part of the Triune Paradigm, but the jury is out on this one.

There is even the problem of part-time DFMs, DFDs, and DAFs. Erik’s paper deals with this problem for small congregations, noting that the Triune Paradigm would not apply the same way for small churches as it would for large congregations like TJMC.

The paper refers several times to the term *Senior Ministry*. I like this term. We

still need Staff members and there should be a way to distinguish them from the top three. In general each of the Staff members report to a specific member of the Senior Ministry (except perhaps the Music Director).

The white paper makes the argument that all congregants are ministers of the church. This is expressed most strongly near the end of Part II of Erik's paper. Erik believes deeply in the 1992 UUA report on ministry that "Ministry is the vocation of every person of faith" and that the "priesthood of all believers is central to who we are as a religious movement." I have often heard this case from Erik. I am not yet persuaded by this, however (recognizing that I was also skeptical of the Triune Paradigm until I read Erik's paper). To me the top three and the Staff members are on such a different level from the membership regarding church operation that it is not helpful to refer to them by the same term, despite our being a Congregational-led church. We do have enormously important and exceptional congregants – the Church President and Elizabeth Breeden come to mind – but I still don't consider the term minister to apply to all congregants.

The Triune Paradigm refers several times, appropriately, to important roles relegated to the Personnel Committee. At the same time, the new paradigm makes me question the utility, or value, of the present Committee on Ministries.

My congratulations to Erik for his comprehensive paper, together with Leia and Trish who worked with him on the development of this Triune Paradigm. I think this will be a hard sell for the Congregation as they vote on needed changes to our Bylaws. Reading the white paper would bring many along with the concept, but few congregants will read such a long argument. In my view, the opening few paragraphs are the most persuasive for the case.

Well, so much for my initial thoughts. I wish the best for Erik's and Leia's making the case at this summer's General Assembly. GA's response will be interesting.

Thanks to Al for his contribution. It's heartening to know we have such thoughtful congregants. We appreciate his comments.

II. Reports (attached)

1. President's Report (written) – Sally Taylor
Bob Kiefer has resigned from Committee on Ministry, so we'll need to fill that position.
2. Vice President's Report (written) --- Bev Thierwechter
3. Treasurer's Report (written) --- Jamie McReynolds

4. Minister's Report (written) ---Erik Wikstrom
5. Director of Faith Development Report (written) – Leia Durland-Jones
The AFD prospectus will be available Sunday.
6. Director of Administration and Finance Report (written) – Trish Schechtman
Trish offered an explanation of the higher than normal maintenance costs in the financial statement.
 - \$1100 - The roof of the church parlor had a leak which has been stopped. It is not a permanent repair and will require further work. The leak came in the windows in the landing going to the upper level. This repair was made by the group that is doing the Summit roof; they will do the necessary painting to complete the repair when they are here in the spring.
 - \$330 – Repairs have been made to two toilets in the main building. More plumbing changes to come in the Summit House upstairs bathroom including replacing the toilet.
 - \$418 - Repair to Summit House HVAC system in August.
There is something wrong with the boiler. Trish will have more complete information for the March Board meeting, including pricing on some options for dealing with the boiler.
Discussion - Asbestos was abated in the piping around the boiler when the current boiler was replaced 30 years ago.

7. Membership Report (written) —Sally Taylor

8. Board Liaison Reports (written) ---
Pledge drive update – Kate Fraleigh
Strategic Plan update – Breck Gastinger and Sally Taylor

III. Consent Agenda/Electronic Motions:

1. **MOTION:** Approve Charlie Heaton as a member of Communications Task Force.
2. **MOTION:** Approve Tyler Rines as a member of the Endowment Committee.
3. **MOTION:** Approve the January 2015 draft minutes.

MOTION: Approve the Consent Agenda.
Unanimously approved.

IV. Old Business

1. Pledge drive progress report – Kate Fraleigh (5 min)

We currently have 196 pledges for a total of \$317,909, with six more promises for \$12,500. There are \$88,000 worth of pledges made last year which are still outstanding in this year's pledge. The expected pledge total will likely be in the \$390- \$410,000 range. Among those who have already pledged, increased and new pledges exceed dropped or reduced pledges by \$31,000. This year we have not had matching funds available, which created some excitement and incentive for new pledges last year.

There has been a lot of fun in this pledge drive. The testimonials help create community. People are talking about money much more. Visiting stewards and phone banks are reaching out to many congregants. Kate has created a spread sheet which includes info gathered in these conversations and reasons for changes in pledging. Last year's report "How to run a pledge drive" will be updated with this year's experiences and insights. There is talk about year round pledging on the UU Stewardship Lab on Facebook which may bear looking into.

Discussion – Will the testimonial we missed because of snow cancellation still be given from the pulpit? No, it will only be available online.

Though we seem to hit roughly the same dollar plateau every year, the pledge drive has been very successful in reminding people how much they love the church and bringing people together. This year's pledge committee has built on the organization created last year and taken it to another level: more intergenerational involvement, more reaching out to parts of the church that could be left out.

The Board expressed appreciation for the job Kate has done. Visiting stewards reported having good experiences with their visits in getting to know people better. It's clear that people want to feel heard, talk about our church and feel the connection.

It's important that those who have been involved in the drive not feel negative about the drive because it does not meet the goal. We don't want to face a pastoral cost to work on the pledge drive.

2. Facilities Task Force presentation and update – Ian (30 min)

We've made a lot of progress on our Summit project:

- Facilities met with staff on February 1 to update and solicit feedback on priorities for the Lower Hall renovation. Staff will shortly return their suggestions.
- The Summit wish list – those items prioritized to use any remaining funds once the Summit and Lower Hall renovations are complete – have been costed.
- Mary Joy Scala and the Board of Architectural Review have approved our plans for Summit House.

- The planned congregational conversations – one with zero attendance and one which was snowed out – have been postponed until there are more concrete proposals that people can respond to. Facilities will continue to engage with as broad a segment of the congregation as they can.
- Facilities has determined that we really do need an architect for the Lower Hall renovation. They have identified two appropriate architects and have shown the area to them and await bids. One of them worked on the Social Hall here at TJMC and the other worked on a Methodist church hall which Facilities had visited, and is familiar with the type of elevator we will likely be using. An architect is needed to review how the elevator and bathrooms can coexist before demolition starts and before the elevator can be ordered. There is a 17 to 20 week lead time on the elevator, so timing is close if we are to start and finish construction on schedule.
- There are 5 paint sample patches painted onto the wall of Summit House facing the extra lot.

Beginning February 1st, Facilities has reorganized their thinking on the most important aspects of the Lower Hall area.

- Installation of the elevator.
- Updating and installing the bathrooms.
- Installing a new Lower Hall HVAC system (heating, ventilation and air conditioning). A ductless system would improve the appearance of the area. This decision is complicated by the current boiler problems. Should it need to be replaced, the percentage for the Lower Hall would be prorated and come out of UHouse sale funds. Another source of funds would be determined to pay for the balance.
- Renovating the kitchen. This can absorb a wide range of funds, so decisions here have real financial ramifications.
- Installing new, high quality room dividers.
- Installing new flooring. This is where asbestos remediation reappears. The nonfriable (not crumbly) form of asbestos in floor tiles can be left in place and covered over, as long as it is not breaking up. Removing it requires special precautions. We are taking the problem seriously and will seek expert advice.
- Installing new acoustic ceiling and improved lighting throughout. We will also at least prep the area for new audiovisual equipment, whether we have funds to install it immediately or not.
- Repair paint and improve drainage in outside stairwell. That area is basically stable but needs to have mortar replaced and water problems dealt with. If we keep the wall of windows, the area will need some beautification as well.
- Paint and redecorate the entire usable space.

- Incorporate adequate and easily accessible storage space. This will help make the area versatile and multipurpose: teaching RE, meeting space, rental space.
- The long wall of windows is an area of energy loss, and the walkway along them must be made as usable as possible.
- The building fire panel is currently not in code. We need to work with the fire department to decide how to deal with that. This may also invite scrutiny of the rest of the church.
- The appearance of the access stairwell and entryway into the Lower Hall could be much more inviting. The stairwell at the Rugby Road end of the Lower Hall, which is rarely used, will also be investigated.

This list reveals Facilities' thinking at this point. We will meet with staff and then the congregation, get ideas from an architect and prepare a list of priorities to be costed by the project manager. Working with our budget, we will make decisions so we can start the renovation in August.

Discussion – The boiler has been problematic for years. Wouldn't it be cheaper to have it replaced now rather than waiting for it to break down? That will be a major consideration when talking with the HVAC people and the project manager. If the boiler is replaced with an HVAC system, the mechanical room, where the current boiler resides, becomes usable space. This is an area for careful consideration.

The role of the architect in the Lower Hall renovation will not be primarily in design. They will deal with code issues, design of bathrooms, safe egress, fire code, and provide knowledge base in choosing lighting fixtures. An architect can also provide detailed schematics of the area for future use, much more useful than the drawings which the contractor could provide. This renovation is governed by a very limited budget, so the architect will have focused tasks rather than offering dream possibilities.

Thanks to Facilities. This explanation will make it easier for Board members to talk with congregants about the process.

3. Pulse Survey progress report – Laura (5 min)

In 2013 the Board charged the Pulse Survey Task force to "build on last year's experience to create a survey and report that can be easily repeated over the next few years to reflect trends relevant to TJMC-UU's mission and goals. Complete by May, 2015." Pulse Survey is intended to take the pulse of the congregation in areas that are relevant to the Strategic Plan and mission and ask people "how are we doing." The goal is not deep diagnosis but repeatable measure.

The team consists of Amy Davis, Trish Schechtman, Wendy Repass,

Laura Wallace, Carol Wise and Laura Horn, all of whom bring specific relevant work experience to the task. They have connected with the Weldon Cooper Center for Survey Research for advice and information relevant to church and nonprofit surveys. After learning as much as they could, they wrote a survey and tested it on volunteers. They got feedback from key constituents including ministry, membership and strategic planning and are incorporating that into the survey before rolling it out:

- March 3rd announcement of survey via mailed postcards
- March 7th mailing of paper copies to 35 congregants who don't use email
- March 9th opening of the online survey with email link sent to members and supporters. The church website and Facebook will announce the survey. Multiple avenues for announcement and reminders are planned.
- Report development in April.
- Full report and discussion at the April 22nd Board meeting followed by sending the full report to the congregation.
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The team's philosophy on reporting includes publishing the ranking data as soon as it is collected. Text box comments will not be published, but will be used to inform the written report. Initially the group thought surveys should include the name of the respondent with no anonymous comments accepted.

Upon further study, they found evidence to support the idea that requiring inclusion of one's name can be chilling and sharply reduce participation. The conclusion was to filter out any comments of a personal nature in creating the report, with no publication of raw text comments.

The team hopes congregants will find this year's survey quick, easy and fun.

Discussion – The point of pulse surveys is that data collected repeatedly over time increases in value, as long as there is consistency in the questions. Yes, that was one of the design points. For instance, there are many points in the Strategic Plan which are to be monitored by the Pulse Survey. These questions will be repeated over several years so we can keep track of progress. There is very little crossover from last year's survey, so this will be year one.

4. Strategic Plan Update – Breck (5 min)

Early in the church year the Board discussed ways to monitor the progress of the Strategic Plan. Sally Taylor, Bev Thierwechter, Erik Wikstrom and Breck Gastinger agreed to do this. They have met and feel that quarterly progress updates to the Board will be sufficient.

Sally captured the range of things which have started to happen in the written report near the end of these minutes. Breck has created a visual which uses gradations of color to indicate the level of progress in specific areas. This will be posted so people can track progress. The President's bulletin article this month covers the Strategic Plan.

There has been a lot of progress in a number of areas, evidence of the diversity of initiatives – some new and some ongoing – undertaken by individuals and groups in the congregation. The staff is to be commended for keeping the Strategic Plan in the forefront of the church's awareness.

Break

MOTION: Extend the meeting to 8:45PM.
Unanimously approved.

V. New Business

1. Prioritization of Personnel Committee tasks -- Amy W. and Bev (10 min)

All but two members of the Personnel Committee have stepped down. Bev has been mentoring new members, which is a major addition to her primary responsibility as Vice President. Leadership Development Committee is looking for four new members to fill out the year. The committee has done a lot already this year (see the Vice President's Report).

- Update performance assessment forms for all staff, modeled on the form used for the DAF last year and clearly identifying job elements.
- Provide budget recommendations – We're waiting to hear about budget priorities from the triune before weighing in before the mid March deadline.
- Develop a process to use in assessments of triune model. The process includes a role for Personnel in scheduling meetings of the relevant people and coordinating input in the various assessment forms.
- Personnel is heavily involved in the DAF search.
- Personnel will have a limited role in developing the lead minister's letter of agreement.

We need to think carefully about what we ask them to do and make sure we are very clear in what we ask.

Discussion – The Personnel Committee's responsibilities have expanded dramatically through the years, especially in the realm of assessments. Volunteer service on this committee has become a lot like work one would be paid to do. You need human resource experience to work effectively on the committee. We can't always rely on volunteers to have that experience.

2. Review of Board covenant – Amy (15 min)

The paper copy of the covenanting exercise from our initial Board retreat can't be located. As a sort of process review of how we've been working to-

gether, let's consider these questions: What do you need that you're not getting? What is working well?

- We don't celebrate what we do enough. We don't have fun. If it's drudgery, that shows in the results. We need ways to experience each other in relationship beyond sitting across the table at a meeting.
- There is not always enough time to process the info before a vote. We forget that Roberts Rules allows tabling of conversations if we don't have enough info to vote.
- Email conversations as a way to process information tend to branch and wander off course. They are also subject to inclusion of unintended recipients. We could use a wiki (a website that allows collaborative editing) to maintain a more structured conversation. There is resistance to heavy reliance on electronic meetings as they take away from personal time.
- To keep our work satisfying, we should say what we need when we need it rather than leaving the table feeling disgruntled.

3. Lead minister letter of agreement: Who should be on committee to develop new letter of agreement? Tasking of committee -- Sally (20 min)

The letter of agreement from Erik's original hire is based directly on the UUA recommended letter of agreement. Jim Rotherham probably created the original letter from that source. Since we are embarking on a different leadership model, the new letter of agreement should be specific to our church. The letters of agreement for other staff were developed by Personnel. The same basic letter could be written for the minister as well. To shorten these letters, the Policy Manual and Personnel Manual should be stipulated as part of the letter of agreement. There are aspects of the minister's job which need to be covered specifically in that letter. Sally offered to write a draft letter of agreement for the minister, then ask Personnel and Committee on the Ministries to review it before bringing it back to the Board.

Discussion – At some point we should review the process around letters of agreement: What period of time should they cover? Is a letter of agreement the same thing as an offer letter? When and how are salary reviews conducted? Is a salary review part of the letter of agreement process or another process?

Letters of agreement are done every three years. They have nothing to do with salaries, which are recommended through the budget process. In the past, Personnel has done the letters with staff other than the minister. In moving to the triune model, the minister has agreed to be part of the staff in a broader sense.

Personnel recommends salaries, based on UUA guidelines, every year as part of the budget process. That is not a salary survey, which looks at salaries among comparably sized UU churches and among local area churches.

Often in UU churches, the letter of agreement is self-renewing until the minister or the congregation wishes to terminate. There is a yearly update

regarding compensation.

It is tempting to bundle the three distinct processes: the performance review, the determination and budgeting of salaries and the letter of agreement (contract), but they are distinct.

With the change to the triune model, it's important to get the letter right this time.

A salary review takes time and would be another significant job for Personnel. It's reasonable to rely on UUA guidelines.

MOTION: Sally will write a Letter of Agreement for the lead minister based on the letters of agreement of other staff. She will ask Personnel, Committee on the Ministries and the triune for input and evaluation before bringing it to the Board.

Discussion – Once the Board sees the prototype letter, salary and period covered will be up for discussion. One level of complexity in using the triune model is that the lead minister's job description no longer matches the norm of the UUA.

Approved with one abstention.

4. Briefing on upcoming change to UUA district structure. – Marlene (2 min)

At the upcoming Southeast District Assembly in Greensboro, the district governance structure will change. The Southern Region came into existence four years ago as a collaboration of the Southeast (TJMC's home district) and three other districts - Mid-South, Florida and Southwest Districts. In Fall 2012, the staff of the Southeast District was integrated into a working group of "Congregational Life Staff Consultants."

A vote will be taken at the last Southeast District Assembly (April 17-19) for the district to dissolve, leaving our congregation part of the Southern Region. No longer will there be a separate governance structure between congregations in the Southern Region and the UUA.

If you have an interest in Denominational affairs and going to Greensboro, NC for this assembly, please let a board member or staff person know as soon as possible.

VI. Closing Activities (10 minutes)

1. Process Review (all):

2. Things to Communicate/Do—

Sally will draft a new letter of agreement for the lead minister

3. Closing words – Breck

Upcoming Dates

- March 11, 2015 – Exec meeting
- March 25, 2015 – Board meeting
- May 4, 2015 - Social Justice Council
- May 31, 2015 – Congregational Meeting
- June 9, 2015 – Community Life Council

Previous Agenda Items Awaiting Feedback (Requested date if known)

Future Topics for Board Meetings

- Fill vacancy on Committee on Ministry
- Emergency preparedness plan – May?
- Proposed changes to Short Term Public Witness process – Social Justice
- Refine and adopt the former electronic voting protocol
- Campus Maintenance Plan
- Capital Expenditures Budget
- Budget calendar

President's Report

February, 2015 President's Report

The DAF Search Committee is hard at work. The committee has rewritten the DAF job description to condense it and made it more readable. Ads have been placed and resumes are coming in. Applications are due by the end of February. The committee is processing applications and plans to schedule interviews in March.

Donations for the April 18 Spring Auction are being collected on the church website on two separate forms, one for dinners and events and the other for items and services. Please add your donations as soon as you can.

The Communications Task Force has met and is organizing its first step, which is to analyze our present communications vehicles and their effectiveness.

I have been meeting with the Pledge Drive Committee. Kate Fraleigh is doing a terrific job of organizing the events and keeping the focus on pledging early and generously. The theme of this year's pledge drive has been what the church community means to the individuals who are pledging. The testimonials have been particularly effective. The church facebook page has been used

effectively to get the word out to that part of our community that it is time to pledge. The four pledge drive events have succeeded in fostering a sense of community amongst the participants. Many thanks to all who have been involved.

Two policy change proposals have been proposed. The Social Justice Council has suggested changes to the Short Term Public Witness policy. The primary change is that there will be an opportunity for those opposed to the suggested public witness action to be recorded and if 10% of the Members of the congregation are opposed, the action will not be approved. Approval by 20% of the Members is still required for the action to occur and the action still cannot last longer than 30 days. The Finance Committee has proposed a change in the Fundraising Policy which specifies that groups within the church fundraising for purposes other than contribution to the general fund will donate 10% of their net profits to the general fund and that they must submit an application for permission to do fundraising to the Finance Committee at least one month in advance of the effort. Both policy proposals will be sent to the various councils and committees for comment and approval before being put on the Board agenda sometime later this spring/summer.

Although the Board discussed and approved electronic voting for conducting its own business (under certain conditions), this protocol was not added to the Policy Manual. Electronic voting has not been officially approved for church councils and committees although some councils have used it. We need to clarify our policy on the use of electronic voting for councils and committees. And we need to make sure that policy decisions such as this are automatically included in the Policy Manual so that we don't have to search old Board minutes for policy decisions!

Respectfully submitted, Sally Taylor

Vice President's Report

February 17, 2015

Personnel Committee tasks and priorities. I have had TJMC personnel tasks weighing heavily on my mind lately, especially since the last Board meeting. As you probably are aware, the Committee has had a lot on its plate over the last year and at many Board meetings new issues or requests to do more work keep coming up. This is a huge challenge for the Committee and for me, as a mentor to this year's Personnel Chair, Sue Hess.

In recent months, we have finalized the DFD's Offer Letter, provided recommendations on how TJMC should handle issues related to UUA's Restated Retirement Plan, wrestled with health care premium employer share issues, and

developed a process for annual performance assessment of the triune – all of these issues have required long hours, research, and coordination above and beyond routine personnel workload. Here is the “to do” list right now: finish updating performance assessment forms for all staff in February, provide Personnel Committee (PC) budget recommendations by mid-March, assist in assessments of the triune in March, and update the Personnel Policy Manual for the DAF’s recommendations before she leaves.

This would be more than enough; in addition, two PC members and Kathy Philhour, Board liaison, are heavily involved in the DAF Search process. In addition, the Board has suggested possible revisions to the assessment process; and participation by PC in the renewal of Rev. Wik’s Offer Letter, which is complicated by the need to reflect the triune model of leadership. Now Sue Hess has decided to step down as Chair and from the Committee because of other commitments in her work life. PC is not and has not been fully staffed, which adds to the workload of those who are on the Committee. Finally, I cannot continue to be a PC mentor and fulfill my VP responsibilities. I will need to step away by the end of April.

In short, we need to have a discussion at the February Board meeting about personnel priorities and how to support the PC going forward. The current state of affairs cannot continue. And, in the long run, we need to figure out how to get more HR experience on the PC – or find a contractor or staff member to provide that expertise.

DAF Search Committee The Search Committee is up and running, with ads placed, the job description updated to reflect the triune model, a website space for Search Committee use, and over 20 resumes received. The job listing closes on Feb. 27th and interviews will be scheduled for selected candidates shortly thereafter. A second round of interviews will be scheduled for the top candidates. The goal is to have someone hired by mid-April. The team is doing a great job!

Assessment Forms for Use in Staff Assessments. PC members are close to finishing the updating of evaluation forms for all TJMC staff and plans to forward them to the triune for use in performance assessments scheduled to begin in March.

Assessment Proposal. The Assessment Proposal discussed at the January Board meeting has been updated for one change mentioned at the meeting: only one of the Presidents will hold the performance review interview of a triune staff member and the revised version is being circulated to the three Presidents.

Performance Reviews of the Triune. PC will work with the triune and Board Presidents to schedule performance assessments for the triune and will be involved in the drafting of these assessments.

Personnel Policy Manual changes. The DAF, Personnel Chair and I will meet to draft some changes to the Manual that the DAF has recommended. A longer-term goal is to include the Personnel Policy Manual as an appendix to the TJMC Policy Manual.

Policy Proposals In my role as VP, I have circulated two policy proposals to TJMC Councils and Committees: proposed changes to the fundraising policy from the Finance Committee and a public witness policy proposal from the Social Justice Council. After review and approval of Committees, these will come to the Board for approval.

Recruiting for a Buildings & Grounds Committee Sally Taylor and I are trying to find volunteers to populate a new kind of B&G Committee -- with a different focus than the last one. TJMC needs to have a committee to prioritize and develop plans for managing the rest of the TJMC physical plant (outside Summit and Lower Hall renovations), including outlining plan for capital improvements (including parking lot), a schedule for doing so, helping to implement that plan, as well as a plan for annual maintenance of the facilities — maintenance schedule for heating/cooling, taking care of floors, plan for painting sanctuary and elsewhere, windows, etc.

Respectfully submitted,
Bev Thierwechter

Treasurer's Report

January 2015

Summary

For the seven months ended January 31, 2015, we had revenues of \$309,315 and expenses of \$296,404 for a surplus of \$12,911. For the month of January, we had revenues of \$29,584 and expenses of \$42,152, for a deficit of \$12,568.

Revenues

Overall YTD revenues are 58% of our full-year budget of \$530,764 and \$13,846 lower than the same period last year.

- Combined Fair share gifts were \$25,669 for the month and \$266,884 for YTD. Combined Fair Share Gifts are \$8,982 less than the same period last year.
- Fundraising income is \$12,813 YTD, 56% of our full-year budget. We raised \$8,896 from the yard sale and received a \$2,500 rebate from our Wells Fargo credit card purchases. This year we raised \$454 from the Fall Festival, so we will be relying on the Spring Auction to raise the remaining \$10,000 of our fund-raising revenue.
- \$7,450 of the decline in revenue compared with last year is due to rental revenue we received last year from the Mollie Michie Preschool and U-House.

Expenses

Overall YTD expenses of \$296,404 are 56% of our full-year budget and \$14,410 higher than YTD last year expenses of \$281,992. Seven months into our fiscal year, I expect our expenses to be around 58% of our full year budget.

- Worship & pastoral care YTD expenses are on budget at 58%
- Lifespan Faith Development YTD expenses are slightly below budget at 56%.
- Community Life and Outreach YTD expenses are 49% of budget.
- Operations and Administration YTD expenses are 55% of budget
 - Church electricity is 75% of budget, but similar to last year
 - Maintenance expenses are 80% of budget
 - Cleaning service is 77% of budget and \$5,177 higher than last year
 - Computer maintenance is 106% of budget
 - Postage is 101% of budget

Balance Sheet

- Our bank account balances total \$645,336 including the net proceeds of \$486,329 from sale of U-House.
- Construction in progress spending of \$11,226 represents the cost of separating the electric service for the parking lot next to U-House and structural and air quality reports.
- Our general endowment fund has a balance of \$374,235 as of December 31, 2014, and our restricted endowment funds total \$68,279.

Lead Minister's Report

Report to the Board – February, 2015

Lead Minister

I. Worship

I am pleased to report that the response to Sunday worship continues to be over-

overwhelmingly positive. From feedback about topics, to the way services flow, to the more balanced input between the involvement of lay and ordained worship weavers, I am hearing encouragement to keep on in the direction we've been moving. This is especially so with the multi-generational services Leia and I have been presenting. There are about half-a-dozen people who have identified themselves as having never liked multi-gen services and who are now finding them some of their favorite services. That is positive growth. (This is one of the ways we are responding to the Strategic Goal of deepening the connections between RE families and non- RE families in the congregation.)

II. Faith Development

At our February meeting the Committee on the Ministries talked about Faith Development and Spiritual Development at TJMC. There was unanimity expressed for the idea that faith development (some preferred the term “spiritual development”) underscores virtually everything we do here – that it is “a primary purpose” for our congregation. We also agreed that not everyone knows or would agree with that. So over the next month we will be asking people, “How are you different for having been a part of TJMC,” as an admittedly subjective measure of how we’re doing. At our March meeting we will also look through the committees, groups, programs, etc. that make up what we do here and see how these do (or don’t) support spiritual/faith growth.

More concretely, Leia and I have been working to publish the Winter/Spring AFD prospectus. We’re behind our desired schedule, but I can say that there are some very exciting offerings. In particular I am excited to be offering the multi-session program “Owning Your Religious Past,” a program developed by the UUA to assist people who are conflicted with their religious past find a sense of resolution. This was one area which the CoM has already identified as being one for further development.

III. Community Building

I would lift up the Pledge Campaign here. I do not know the most recent figures, but there is no question that the campaign has been a huge success in deepening connections and the feeling of community among us. The combining of a Pledge event with the traditional PJs & Pancakes was a stroke of genius – moving the discussion of our congregation’s finances and the need to support it generously (with time, talent, *and* treasure) into a multigenerational setting. (And

providing yet another way to increase interaction among non-RE families and those who are involved in RE.)

IV. Public Ministry

I recently visited Ebenezer Baptist Church on a Sunday to present to them a check from our discretionary fund to support their mission trip to St. Kitts. Pastor Bates had me robe and process with him, as well as sit behind the pulpit for the service. Since I arrived in Charlottesville he and I have discussed having a pulpit exchange, because he didn't feel his congregation would be comfortable with a non-Christian at their pulpit. (Apparently I was the first when I was there!) He and I are working to put together an exchange for November 2015 – he will preach here while I preach there. There are details to work out, but I am excited about this sign of growth.

I am also excited that we will be hosting Henry Wiencek – author of the controversial *Master of the Mountain* – to present an open discussion in our sanctuary on April 12th (the day before Jefferson's birthday). Later that same week we will be hosting a panel discussion of community leaders about the place of Jefferson today. (Working title, "The Legacies of Thomas Jefferson in the Age of Ferguson.") We are collaborating with the Office of Human Rights to bring together a first rate panel, and to advertise the event extensively.

V. Initiatives

I recently published an update of activities undertaken as part of the Thomas Jefferson Legacies Initiative. (Copies are available in the foyer next to the posters on the sanctuary side.) It was noted in the February CoM meeting that these are largely – although not exclusively – things that I have done. I generated the list to help bring to the same page a group of people who have been expressing the desire to be more actively involved in programs and projects addressing issues of race. It is my intention that before the end of February this group will have met to discuss two primary topics – the launching of a public witness process regarding racism, and the development of a "Anti-Racism 201" program – something for those who have done a lot of the essential consciousness/awareness raising work and want to get their hands engaged with making a real, concrete difference.

VI. Experimentation

I want to put into the record my personal appreciation for the step the Board took last month to endorse the Triad Leadership Model. We had said, during the “courtship” of candidating week, that if we came together in mutual ministry TJMC would be a laboratory in which to experiment with how Unitarian Universalism can best be embodied and expressed here in our congregation. I truly do believe that this is a bold step, one might say a radical one, and with courage you affirmed your trust in the vision Leia, Trish and I presented of an administrative model more reflective of core Unitarian Universalist values. This is no small thing for you to have done, and I am grateful.

I will report that I have begun sharing that paper more widely in the denomination, and I am beginning to get interesting feedback. Some good questions are being raised, objections are being noted, and a network is growing. The ongoing and growing conversations about this vision will no doubt inform both the workshop Leia and I are developing for GA and the way(s) we get the congregation involved in the conversation.

Pax tecum, friends ...

Erik

Director of Faith Development's Report

Report to the Board February 2015

Leia Durland-Jones, Director of Faith Development

Worship

Wednesday Worship and Children’s Worship continue to be important parts of our congregation’s weekly worship life. I am grateful to provide leadership for both of these services.

It has been very nice to have several congregants offer altar decorations this winter. My hope is that others will be inspired to contribute to the church and our worship life in this way.

Our multigenerational worship February 1 on the ministry theme “Devotion” was well received.

Adult Programming

The Spring AFD prospectus is complete and will soon be in your hands on the website! We have an impressive array of offerings including: Wednesday

Wonderings, Monthly Minister's class, Sacred Circle Dancing, a Lenten discussion series, Understanding and Using the Labyrinth, UU History, The Meaning of Resurrection, Being a UU Parent, Owning Your Religious Past, Creating Just for Fun, Walking Towards Trouble (the 2014 Ware Lecture,) Film Fiesta, reading together "The Selma Awakening," reading together "Proclaiming Prophetic Witness," Jefferson Legacies film series, guest speaker Henry Wiencek, and a discussion of the Legacies of Thomas Jefferson in the age of Ferguson. I anticipate that there will be several additional offerings that come together later in the semester. Our sixth annual Dream Quest will happen at the end of this month and we are also offering the Sunday evening workshop "Return to the Land of the Soul" open to both men and women.

Children's Programming

February brought us our annual Chinese New Year activities. Our 4 year-olds through 4th grade enjoyed learning about the holiday with stories, red envelopes, penny shinning experiments, clementines, bookmark making and more. OWL for K-1 will begin next month.

The Children & Youth RE Committee is busy reviewing curriculum and planning for next year's preschool and elementary religious education programming.

PJs, Pancakes, Pledging and Bingo was enjoyed by many—a very fun and successful event. It was great to work with the pledge team and have a pledge event so well attended by RE families.

Youth Programming Highlights:

Our 5th & 6th grade OWL class continues to go well as does our 7th & 8th grade OWL group.

Our senior high youth groups (NGYG and YRUU) are engaged in important activities and discussions every week (such as a mid-year high school check-in, ethical dilemmas, and contraception education.) Our NGYG (Ninth Grade Youth Group) also played a large role in the PJs and Pancake event by helping cook most of the food. It was great to have their involvement! Thank you to Lorie Craddock, Amy Wissekerke and Beth Jaeger-Landis for working with the youth and their leadership of this event. The Children & Youth RE Committee is also at work putting together the group configurations and offerings for next year's youth programming.

Other

Our fabulous long-sleeve TJMC t-shirts with this year's pledge logo are here and available for purchase with funds going to support special youth trips and events. They are \$20. Let me know if you would like one. Many thanks to Margaret Gorman for her leadership on this endeavor.

Three cheers to the Canvass Committee/Pledge Drive team for all their work and the success of the pledge drive to date. In the coming days, I will be sending

encouraging letters to families participating in RE who have yet to pledge.

Director of Administration and Finance's Report

DAF Report-

February 2015 Board Book

Finance

- Investigating (2) payroll companies to process our payroll. Working with Finance Committee on making a recommendation to the board for the March agenda.
- Working with attorney to finalize our UUA loan pay off and make sure that Summit has clear title.
- Update Controller handbook for new hire.

Human Resources

- Staff Assessment plan is now the focus.
- Work with Personnel to develop the list of tasks to complete by 4/30/2015.
- Look at payroll companies and see if there is an HR arm that we might be able to tap into as a supplement to our personnel committee.

IT and Database Management

- Comcast ran into some outside wiring issues to upgrade our internet access/speed. The plan is to have Comcast finalize wiring by March 15th.
- We have moved to Power Church on line. Have worked with a few key volunteers so they can use PC at their home – or in the church but not the office assistant's desk.
- Custom reports have been designed and made accessible to RE and Canvass as well as for mailing lists.
- No longer waiting for Comcast we will be moving SAGE to the Azure Server in early March.
- Also working with Entec to make sure the Wi-Fi works in the Sanctuary & the Lower Hall
- Working with Web Master to have our current website mobile ready- the ability to use our web site on a mobile device.

Facilities Management

- Working with the facilities team on the bid for the Summit House redevelopment.
- Scheduled and completed all stripping and waxing work for the main church building.

- To clear up property line issues with main church building and summit – Survey work has been scheduled.

Committee and Group Work

- Finance Committee-
- Canvass Committee- Assisting Canvass chair with reports and weekly updates on the numbers.
- Working with Pulse Survey Group on developing the 2015 Pulse Survey that hopefully will stand the test of time.
- Communicating with Venable Neighborhood about our upcoming plans with Summit
- Volunteer Management- Wendy and I have offered our services to help update Power Church with the activities that members and supporters are participating in as it relates to groups, committees, board and councils.

Transition Plan

- Will be working with Personnel Chair on Friday 2/20 so my true transition plan will be distributed to the board after the packet is prepared.

Membership Report

TOTAL MEMBERSHIP as of December 30, 2014: 435 including 14 youth members

Add:

Elizabeth Lowe, reactivate membership, Dec. 18, 2014 (April 30, 1972)

Krystin Cooper, Jan. 25, 2015

Tyler Rines, Jan. 25, 2015

Kristen Mc Cleary, Jan. 25, 2015

Mia Burroughs, Jan. 25, 2015

Greg Burroughs, Jan. 25, 2015

Drop:

Gamble, Pamela, email to Membership Tracker, Jan. 7, 2015, moved to Harrisonburg, inactive, archive.

Townes, Anna, email to Membership Tracker, January 19, 2015, inactive, archive.

TOTAL MEMBERSHIP as of January 31, 2015: 439 members including 14

youth members

Sally Taylor
Membership Tracker for Membership Committee
Board Liaison Reports

Pledge Drive Update – Kate Fraleigh

Feb 2015 Report to the TJMC Board From the Pledge Drive

We are at 66% of goal with many pledges outstanding. This is the waiting period. Not looking so good. Comparing to last year which is the only data I have we should at this point be at 90% of goal!

Why? Not sure. Lots of big givers haven't pledged, yet? Visiting steward visits have not been completed. Don't have the matching funds.

Here's what's been done including the plans until mid March

Contacts for pledge drive 2015

We sent the mailer to 386 households

we invited 104 people to the advance event, 17 pledges for \$57,932. 38 people came

4 weeks of sermons related to devotion including Generosity Sunday

frequent singing of "for all that is our life"

slide show with "for all that is our life"- Erik

video testimonials- Erik

8 testimonials

8 weeks of tabling- kick off cakes and balloons

8 weeks of weekly email and announcements in order of service

3 bulletins

new bulletin board-Donna Redmond

t shirts with logo-Margaret Gorman

participatory art- the logo

Feb art by children and adults of TJMC "for all that is our life"-Elizabeth Breeden

Thurs Feb 12 Supper with Minister - adult attendance 32

6 pledges for \$7,672 two never pledged before

4 came and didn't pledge 3 never had before either

Friday Feb 13 15 adults(not counting ones who came Thursday)

Feb 14th Sat PJ's and Pancakes and Pledging: 58 adults 11 pledges for \$4,451 and 6 WERE NEW

Mike Ludwick sent email inviting the young adults to the events

Achsah Carrier did the same with new members

Susan Bremer, Carol Saliba, Scott- Special invitation to choir to attend Thursday event

Leia, Linda, Gayle Floyd, Amy/Lorie Special invitations encouragements to participate/help/come to Friday and Sat

We have wandered outside and in the social hall, signing people up to come to the events.

Small group ministry idea sent to covenant heads to share with covenant groups

Pledging emails: editorial help from Lynn Heath

special email to youth members-Kate Fraleigh

special email to young adults- Charlie Heaton

email to members who haven't pledged, people who pledged in the past but not last year-Kate Fraleigh week of Feb 13

Week of Feb 22 Constant contact to supporters/members who did pledge last year and haven't this year

Week of March 1 2nd constant contact to anyone we think could have, might have, should have pledged who haven't yet

phone bank with two contacts either/and email and/or phone first two weeks in March

Kate Fraleigh, chair

Strategic Plan Update – Breck Gastinger and Sally Taylor

**Implementing the Strategic Plan Group Meeting
February, 2015**

Priorities for 2014-2015:

Strategic Plan Goal #1: Expanding and Deepening Our Spiritual Life

A. Deepen and expand Sunday Morning experience

1. Establish a program of pulpit exchanges

• Beginning stages established with Reverend Bates

2. Conduct Post-Sunday Service discussions

• Worship Weavers-was in planning stages but on hold now

3. Design periodic survey for feedback on worship elements

• Pulse Survey includes section on Sunday service worship elements

4. Continue Pulse survey to assess and evaluate trends in the quality of spiritual and community connection

• Pulse Survey Committee recruited

• Pulse Survey written, scheduled for use in March, 2015

Outcome Measures: annual report to the Board about survey results and evaluation of any changes or trends

5. Increase diversity of outside musicians and speakers

6. Improve use of technology in worship service

7. Find model to allow AFD/RE/Worship to all be conducted on Sunday morning
8. Support annual goals of Minister, DM, DFD and COM

B. Expand spiritual life beyond Sunday mornings

1. Explore a monthly evening service. (Vespers)
 - Worship Weaver discussion, no leadership yet identified

Outcome: attendance figures when established, updates included in monthly

Minister's report to Board

2. Better publicize and increase support for Covenant Groups/Small Group ministry

- Increased inclusion about Covenant Group program in sermons and joys and sorrows
3. Continue and strengthen programs that encourage children to continue thru RE programs
4. Task COM to study further and provide additional strategies for deepening spiritual connections and helping congregants to experience their Unitarian Universalism as a “full week faith”.
 - COM taking holistic look at church and identifying clear ministry areas and exploring each in depth.

5. Review AFD effectiveness and focus.

- Staff review underway

C. Deepen our connection with our place

1. Prominently display our beliefs and values in the Church building.
 - Posters of UU values, strategic plan goals etc.
2. Provide a “map” or depiction of the Church campus and an explanation of the purpose of the buildings/features.
3. More actively encourage use of our grounds as a place for thought, solitude, meditation etc.
4. More prominently display our connections to Charlottesville/Virginia and the history of our physical location and space.
5. Moderate congregational discussion on the appropriateness of the Jefferson name, legacy and its impact on our community.
 - Jefferson book collection in the Church Parlor
 - Jefferson legacy posters in the foyer
 - Handout with movie projects, discussion forums etc. outlined available in foyer
 - Formation of Social Justice antiracism group to explore how to engage public witness process for antiracism work is under way.

D. Strengthen the connection between social justice and our spiritual lives

1. Increase visibility of Social Justice groups and support Young Adult Ministry and youth service projects.
 - Monthly spotlight on a Social Justice group during Sunday Worship service

- Commissioning ceremonies for groups/leaders during Sunday Worship services
2. Build a database that identifies special skills among the congregation that would effectively support Social Justice efforts and projects.
 3. Continue support for congregation based organizing (IMPACT, PACEM) and increase visibility of efforts and projects.
 4. Task Social Justice Council to develop intentional programming to help congregants to identify their own social justice passion and ministry and coordinate effort and focus.

Strategic Goal #2 Strengthening Our Connections

A. Establish a Communications Task Force

- Recruited Communications Task Force members (2 year terms)
- Created Charge

Outcome measures: **updates to Board**, increase in social media friends/followers, **pulse survey results**, increase in number of visits to website, annual report to the congregation, recommendations concerning communications plan and budget

B. Establish a Governance Task Force

The Board has postponed establishing the Governance Task Force until Summer, 2015 after an extensive discussion about prioritization of board responsibilities.

- Bylaws Review Subgroup to recommend policy and bylaws changes as needed.
- Recruit Governance Task Force members
- Create Charge for Governance Task Force

Initiatives: analyzes council structure and alternatives, encourages transparent processes, clearly outline responsibilities for the Board, staff and congregation for decision making, supports the implementation of the new software platform for staff, Board short term spending policy and transparency; establishes a leadership succession plan for elected committees, reorganize Committee on Ministry and Personnel responsibilities to reflect new relationship of 3 part staff leadership team, examine charge/job description of Personnel Committee and Committee on Ministry, examine the responsibilities of the Finance, Stewardship, and Endowment Committees and their relationships and their relationship to Fund Raising groups (Auction, SCRIP, Yard Sale, Book Sale) and the Pledge Drive.

Outcome measures: **Pulse Survey**

C. Support attention to staff, their tasks, roles, establish clear expectations for staff and educate congregation about staff responsibilities, with Personnel Committee, revise staff job descriptions and assessment guides; establish expectations for the Board in evaluating the efforts of staff

- Updated Staff letters of agreements, updated staff job descriptions, updated assessment tools and processes for staff

D. Deepen denominational connection.

1. Promote regional and national gatherings from pulpit and through communications strategy.
2. Support youth conferences
3. Support attendance at GA.
 - AFD Class offered this spring on General Assembly Ware Lecture
 - AFD off site programming from GA offered at TJMC and publicized ahead of time
4. Serve as host for regional meetings.
 - Continue to serve as periodic host for VACUUM
5. Meet UUA giving guidelines target.
6. Support opportunities for reporting from staff from UU training and conferences.

E. Strengthen integration between RE families and wider congregation

1. Plan specific events at least quarterly to connect RE families
 - Events planned by RE committee: Holiday party, PJs and Pancakes combined with Pledge Drive, Bingo parties etc.
 - Active involvement across age groups for Multigenerational Worship Services
2. Investigate supports for families of RE school-age children that allow them to engage in important conversations and events after services.
3. Solicit feedback on best communications strategies for RE families.
4. Solicit feedback on important topics for RE families.
5. Solicit feedback on best communication strategies for AFD.
6. Solicit feedback on important topics for AFD.
 - Tasks to be done by the Committee on Ministry (not DRE and RE committee)

Outcome Measures: x% instructors that are not RE parents; X% rating content as good or better, X% rating instructors good or better, X% rating RE leadership as good or better

F. Deepen Congregational Connections

1. Task appropriate councils and committees with plan for in-reach activities to enhance connections within church, recommend schedule for social opportunities for congregation, encourage covenant group and other fellowship activities, implement communication strategy laid out by Communications task force.
2. Create Social Action Collection selection guidelines. Consideration should be explored for organizations with higher number of congregational participation.

Goal 3: Stewarding our Resources

A. Support and appreciate volunteers

1. Create a volunteer coordination program to track, organize and recognize volunteer effort. Evaluate range and type of volunteer hours to get a more holistic picture of TJMC volunteerism.
2. Develop measures for valuing volunteer efforts.
3. Recognize volunteers at Sunday worship services
4. **Conduct periodic commissioning services.**
 - Commissioning of Pastoral Visitors, RE Teachers, Worship Weavers, Pledge Drive Chair has been part of a worship service this year. New Member recognition ceremonies happen twice a year. Child dedication service in December by Ministers, Worship Weavers, Council Chairs & Vice President

Outcome measures: reported to board in minister's monthly reports.

B. Renovate existing facilities to maximize functionality and accessibility

1. Stabilize Summit House.

- Facilities Task Force proposal approved by the congregation in Sept. 2014.
- Signed contract with Martin Horn.
- Windows ordered.

Outcome measures: monthly Facilities task force updates to Board

2. Initiate Lower Hall renovation

- Facilities Task Force proposal approved by the congregation in Sept. 2014, planning process underway.
- Replace and upgrade HVAC system in Main building

Outcome measures: monthly Facilities task force updates to Board

3. Engage the congregation to create cohesive campus plan to guide future grounds decisions.

- Prepare a Grounds Master Plan.
- Prepare a parking Plan.
- Create a plan for upgrading Playground.
- Improve finishes and aesthetics of Main Building and Lower Hall
- Upgrade existing parking lot to currently submitted site plan.

4. Cultivate a culture of spiritual generosity

- Initiate implementation of multiyear Stewardship Plan, a modified version of the UUA's Forth Plan. (Stewardship Committee)
- Improve stewardship levels.
- Implement donor recognition and appreciation.
- Create structure to sustain annual canvass volunteer effort.

5. Establish a responsible, balanced budget that achieves congregational values and responsibilities

- Convene budget working group.
- Engage congregation in budget development process
- Review and re-evaluate staffing task force recommendations and fund adopted plan fully.

6. Ensure fiscal responsibility and transparency.

- Clarify role and function of Endowment Committee
- Transfer general endowment to UUA Common Endowment
on March Board Agenda for final approval
- Improve fiscal transparency to the congregation and establish fiscal health metrics.
- Clarify the role of the TJMC Board to make short term financial decisions (follow up on the spending limit initiative)