

Thomas Jefferson Memorial Church
Unitarian Universalist
BOARD OF TRUSTEES JANUARY MEETING
January 20, 2016

DRAFT AGENDA

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 2015-16

- Demonstrably improve the way the congregation experiences the ministry
- Build a plan to ensure TJMC's financial health
 - Establish working Stewardship Committee
- Re-address Triune model
- Create Campus Management Plan to identify and prioritize capital projects and prepare maintenance plan
- Keep commitments for the successful roll out of the Strategic Plan
- Embrace Beloved Conversations

Board Members Present: Laura Horn – President, Karen Ransom – President Elect, Walt Megonigal, David Mick, Sally Taylor – Vice

President, Ann Salamini – Secretary, Leia Durland-Jones (Ex Officio), Anita Holmes, Christina Rivera (Ex Officio), Marlene Jones, Breck Gastinger, Katharine Maus

Board Members Absent: Amy Davis - Treasurer

Guests In Attendance: Dawn Dirks

I. Opening--(20 minutes total) Opening/Closing Words (Karen), Snacks (Karen), Time Keeper (David), and Process Review (All)

1. Opening words – Karen
2. Check-in
The final walk through on the Lower Hall was done today. It's a beautiful space.
3. Acceptance of Agenda

MOTION: Accept the Agenda.
Unanimously approved.

4. Public Comment –
5. Correspondence

To- TJMC Board of Trustees

From- Stephanie Lowenhaupt

January 4, 2016

I am writing to express my opinions on several matters that are being discussed currently by the board.

Staff Model and Compensation

I am aware that there has been a lot of discussion amongst the staff and board of trustees regarding the model within which the staff are working. In addition, there has been discussions regarding staff compensation and benefit packages. In reference to these matters, I would like to provide feedback that is based on my knowledge and experience at TJMC in leadership positions.

- The Triunal staff model proposed included the Minister, Director of Faith Development and the Director of Administration and Finance. This proposed model did not take into account our Pastoral Care Minister, who is an integral part of our ministerial team. I urge the Board and Staff to take this into account when evaluating the shared ministry model.
- The Minister is a professional and ordained. Part of the Lead Minister's role is to be ultimately responsible for day-to-day operations of the church. (The original Minister's Letter of Agreement dated July 11, 2011, Article 2.1 refers to the Minister being responsible for the "leadership and ministry" and for "Administrative Leadership") The Minister can delegate the authority to Staff to keep the church running and provide services to the congregation but he remains ultimately responsible. The Staff can work within a collaborative model utilizing each other's strengths and skills. However, the actual Staff structure is the same as defined in the bylaws. (X12.4, Duties and Responsibilities of the Minister).
- I would suggest that the congregation be involved in helping shape the staff structure by looking at the positions themselves and how each position should function to meet the needs of the congregation. The goal should be to design a structure that will meet our current needs as well as to carry the congregation into the future. The focus should be on the Staff positions and how best to collaborate to get the work done efficiently and effectively.
- The UU Guidelines for Salary and Benefits are just Guidelines. We can use them to help guide us in our decision-making but the board and personnel committee should also consider our overall financial status and what is going on within our congregation. The board should look at the big picture of our finances and our ability to raise funds to support the budget. We need to live within our means.
- Health Insurance-- why look at it again? The decision was made to go to the Silver plan after much studying and discussion last year. The initial recommendation from Personnel was to have all Staff

on the silver plan with no compensation for family coverage. The Board recommended partial coverage for the minister's family but not for any other staff's family. With our goal of striving toward equity in benefit compensation, it seems inequitable for one staff member to receive partial family coverage while others do not have access to it. We should be working toward some equity among staff for family coverage, phased in as our budget allows.

In conclusion, I challenge the board to keep in perspective TJMC's overall financial picture when making these decisions. The board has made decisions in the past that have impacted our current financial picture, including the loss of rental income and the sudden decision to greatly deplete our financial reserves for the solar panels in 2012. Historically, we have struggled with our finances and pledge income for over 40 years. We need to live within our means and be realistic so we can preserve our vibrant community and infrastructure for generations to come.

Stephanie made these points at the congregational conversation with Board representatives held on December 20th. We thank her for formally submitting her thoughts so they become part of the record.

II. Reports

1. President's Report (written) – Laura Horn

For those members planning to assist with Board stewardship calls as part of the pledge process, please read and sign the confidentiality agreement tonight in case weather cancels the tutorial with Tyler Rines scheduled for this Sunday, January 24th. The tutorial can then be done as a video.

This is a recent memo from the pledge team:

The Pledge Committee has as its goal to get as much participation in the pledge drive as possible. There are congregants who do not turn in pledge cards because they are not able to afford even a minimal pledge. In order to increase participation of these congregants, there will be an option on the pledge card for someone to have a "gift to the church" made in their name, not a pledge. It will not be recorded as a pledge in PowerChurch, only a standalone donation. It will be considered a response to the pledge drive though and count toward

participation numbers. We are anticipating the gifts will be roughly \$5.00, but the size of the gift will not be indicated on the pledge card. There are a small number of people who are volunteering to help with this initiative.

Linda Dukes and Jeanine Braithwaite have initiated the process for long term public witness on racial justice. This could culminate in a number of ways, such as TJMC affirming the proclamation on racial justice made by the UUA or with a Black Lives Matter sign. The first step is a petition to the Board, which we can expect next month.

2. Vice President's Report (written) – Sally Taylor

3. Treasurer's Report (written) – Amy Davis

4. Minister's Report (written) – Erik Wikstrom

The new church website is up and it's fabulous. Thanks to the Communications Task Force: Achsah Carrier, Holly Dilatush, Jennifer Springer, Geoffrey Springer, James Smith, Kimberly Knotts and Deborah Rose.

The Islamic Society open house is canceled due to weather and rescheduled for January 30th.

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

6. Director of Administration and Finance Report (written) – Christina Rivera

7. Membership Report (written) – Sally Taylor

8. Board Liaison Reports

Governance (verbal) – Sally

The Governance Task Force members are working hard to pull together "very varied" comments from the survey.

Leadership Development (verbal) – Karen

The committee is checking out various leadership opportunities

which they may bring to the congregation in the future via Adult Faith Development. There is a leadership workshop in Waynesboro in April and also some leadership courses online from the UU Institute.

The LD event in September featured tabling by many organizations within the church. Similarly, mini fairs are being planned for upcoming Sundays, representing groups under Social Justice or Admin Councils.

LD is also working to update the Board job descriptions as defined in the Bylaws and Policy Manual. This will help the Governance Task Force and also aid recruitment by Leadership Development, as there are many vacancies on the Board next year. If you have suggestions of people who should be considered for these positions, please contact Leadership Development.

LD is also working on the process observer role which was suggested during the Board's work with Kenn Hurto, UUA congregational consultant.

Facilities (verbal) – Breck and Chris

The final walkthrough was held today. The contractors really did their job, leaving very few unfinished items. From the Facilities standpoint, it's remarkable to get this done on budget, considering the surprises with the elevator. The Martin Horn group, TJMC staff and the Facilities group are to be thanked for persevering to this good end.

The final tally on the project budget is being made now. Once completed, prioritizing for completing additional elements of the project can take place.

Discussion – Several people have mentioned that we should be talking about a capital campaign.

III. Consent Agenda / Electronic Motions

1. Approve web site privacy policy

ONLINE PRIVACY POLICY

Purpose

Thomas Jefferson Memorial Church – Unitarian Universalist (“TJMC”), recognizes and upholds the importance of online privacy, and we honor the giving of personal information as an act of trust. The

following policy will govern how TJMC handles personal information on the website and safeguards privacy.

Scope

The principles contained in this privacy document apply to personal information submitted to TJMC via the church website.

1. What information of yours does TJMC collect?

TJMC collects two different types of information. One type is voluntary information, which you provide, such as registration information for religious education classes, membership information, or pledge commitments. The other type of information TJMC collects is user information provided by your computer each time you visit this site, such as IP address, or browser usage. The information that TJMC collects helps us to provide information and service to you. We may combine information from other sources with the information that we collect.

Personal information that you provide for our website is voluntary. You are not required to submit personal information for access to our site.

TJMC may offer services to you such as chat rooms, message boards, or other similar discussion forums. Please be aware that any information you divulge in these arenas is deemed public information and is not protected.

2. What does TJMC do with the information that is collected?

Any information that you provide to TJMC through this web site may be used for church purposes. TJMC will not sell, rent, or lease your personal information to commercial entities. TJMC will not disclose your name, address, e-mail address, or phone number without your express consent, unless disclosure is necessary to comply with laws or relevant legal proceedings.

3. What are “cookies” and how does TJMC use them?

Cookies are information that a web site transfers to an individual’s device for record-keeping purposes (e.g., if you are a Wall Street Journal Interactive user, a cookie on your device allows you to go directly to the WSJ instead of having to give your user name and

password each time). Cookies can save your preferences when you are at a site. The use of cookies is an industry standard and most major web sites use them.

TJMC may use cookies to help us see which areas of our web site are more popular, which are not, how they are being used so that we can improve and update our web site to more accurately meet the needs of our users. If TJMC decides to offer personalized services to its users, we will use cookies to make that personalization and customization of the TJMC web site possible.

We do not use cookies to obtain any personal information about you before or after you leave the TJMC site.

4. What about third party links?

Our web site contains some hyperlinks to web sites operated by parties other than TJMC. These hyperlinks are provided for your reference only. We do not control such web sites and are not responsible for their contents or privacy policies. The inclusion of hyperlinks to other web sites does not imply any endorsement of the material on these web sites or any association with their operators.

5. What type of security procedures are in place to protect against the loss, misuse, or alteration of your information?

The security of the information that you provide to us is very important. All financial transactions involving sensitive information, such as your credit/debit card number and expiration date are handled through a secure third party processor and we do not collect or store credit card or bank information.

The TJMC website is secured using a using a SSL (Secure Socket Layer) connection. SSL is the standard security technology for establishing an encrypted link between a web server and a browser. This link ensure that all data passed between our web server and your browser remains private. SSL is an industry standard and is used by millions of websites to protect online transactions.

6. How does TJMC protect the privacy of children?

No information should be submitted to or posted on TJMC's web site by users 13 years old and younger without the consent of their parent

or guardian. Unless otherwise disclosed during collection, TJMC will not provide any personally identifying information, regardless of its source, to any third party for any purpose whatsoever for our users 13 years and younger. If any services or features on the site require registration, a user 13 years old and younger will be required to provide the email of the parent or guardian, which will allow us to notify that person that the child has registered for a service or feature. TJMC will not be held responsible for anyone misrepresenting as over 13 when in fact they are not.

7. TJMC reserves the right to change or amend this policy.

TJMC reserves the right to change, amend, or restate this policy at any time.

8. Your affirmative consent to TJMC’s collection and use of personally identifiable information.

By using TJMC’s website, you are giving us your express consent to use all the information that we collect about you in the manner described in this policy. This includes the release of such information to third parties as described above.

9. Questions or Concerns?

If you have questions about our online privacy policy please email us at _____@uucharlottesville.org [an address to be selected and monitored by the Communications Committee].

2. Approve December 2015 Board Draft Minutes.

MOTION: Approve the Consent Agenda.

Unanimously approved.

IV. Old Business

1. Staff health care benefits – Dawn Dirks (20 min) (First reading if no advance information)

Laura introduced the topic by clarifying that this will be a discussion of policy which will affect the 2016-17 budget and which will be subject to congregational vote. We should consider the

following values:

- Do we compensate our staff at UUA guidelines?
- Do we honor past agreements?
- Should benefits be equitable for all staff?
- Do we address the impact of past decisions on staff compensation?
- Should staff compensation be in play at every budget cycle?

The following analysis does not come from Personnel, but from a subcommittee appointed at the December Board meeting to develop options and implications for addressing the impact on staff of the changes made to health care benefits. The group includes Laura Horn, Dawn Dirks, Walt Megonigal, Christina Rivera and Amy Davis.

Dawn gave us some history on these changes to health benefits. TJMC had been offering staff the UUA health plan, which had no levels. We paid 100% of premiums for our employees. Rev. Wikstrom negotiated 80% self and 80% family on the UUA health plan in his original letter of agreement. The Affordable Care Act has a requirement for gold, silver and bronze levels, so the UUA health care plan must offer these levels. Our staff could choose the level they felt was appropriate for them and we paid 100% for self. With costs rising, we felt it necessary to set the parameters of coverage so benefit costs would be more predictable. The Silver plan was selected based on what most congregations were offering.

The subcommittee laid out five options with impacts to the staff and projected costs to the church. Each of the four options would cost increasingly more. The number at the end of each option represents an estimate of how much more that option would cost than the current plan, Option 1.

- Option 1 represents current benefits. (Coverage provided at 80% Silver with no family coverage except for the Lead Minister (LM) who has 80% Silver for self and family.) This represent a change from last year, so premiums are significantly higher and effectively decrease net compensation.
- Option 2 represents UUA Guidelines. (Coverage provided at 80% for self and 50% for family. Most congregations stipulate the Silver level.) This represents increased benefits for all staff except LM, for whom family benefits are decreased. It would

be equitable across staff but would break the LM's Letter of Agreement which extends to July 2017. (+ about \$2800)

- Option 3 represents moving staff to UUA Guidelines but leaving LM with 80% Silver for self and family. (+ about \$5500)
- Option 4 represents moving all staff to 80% Silver for self and family. (Equal to LM benefits.) (+ about \$8125)
- Corollary Option: Offer affected staff a onetime cash payment this year to account for the increase in premiums that are now staff responsibility. This would be paid in July 2016, in the next fiscal year. (cost is about \$6800)

Discussion – As we approach a new budget cycle, what would be your preference for health care benefits for our staff?

- The previous Board made a decision to move away from the Gold plan, so even the most expensive option outlined here is less than we had been paying. It's important for current and future staff to have the stability of knowing what benefits will be from year to year. Option 3 represents the values of equality and honoring past agreements.
- Coverage at 80% self and 50% family, whether we use UUA health plan or not. Honor the LM's letter of agreement through 2017 and offer some supplement toward this year's costs to staff.
- Move toward 80% self and 50% family for all staff while honoring the LM's letter of agreement through 2017. Offer some supplement if funds are available. It's important to establish a new normal and stick with it.
- The trend is toward moving more health benefit costs to the individual. This is a huge financial burden. It is worthwhile to offer some assistance in making the transition.
- Option 2. I wish we had had this information for the benefits discussion last year.
- We need some good Human Resources people to balance health care versus retirement so there is a maximum we pay for health care.
- Equitable is good. We need to stand by the LM's letter of

agreement.

Laura proposed a way forward: ask the subcommittee to work with the results of our discussion and bring a recommendation to the February Board meeting. Then we will vote for what our policy will be going forward.

Thanks to Dawn for helping us through this complicated presentation.

2. Senior staff organizational model – Staff (10 min)

Staff is happy to have a do over on this issue. We ask the Board to air their feedback, questions and concerns so they will be very clear before the issue is taken up with the congregation again. This staffing concept should be created together with the Board, so our input is welcome.

Staff passed out the draft script for a proposed video to introduce the senior staff organizational model, asking Board members to read through it this month and submit comments on what is not being said or not being said well. The video could be used on the church website and be shown at congregational conversations.

Then Staff asked what questions remained from last year's introduction. They will consider answers for next time.

- I can see how this model would work for the current staff. What happens when one of you leaves?
- Will the Lead Minister salary change since he/she is no longer acting as CEO? Might a lower salary impair our ability to attract a good lead minister?
- What are the fundamental reasons for this model? Working collaboratively wouldn't require codifying the model into the bylaws and policy. The white paper last year talked about elevating the Director of Faith Development position from its historical subservient role. If that is the case, is there another way to insure that the DFD position remains on equal footing with the lead minister and DAF after a change in staff? Are there other fundamental reasons for developing this model?
- What does it mean for the Board to be supervising the three senior staff positions? Please explore and articulate these

relationships. For instance, the DFD and DAF are hired and fired by the Board, whereas the Lead Minister is hired by the congregation.

- The notion of senior staff seems incompatible with continuing to have a Lead Minister; we could use either model, but not both. What is the definition of senior staff? Does this model throw all compensation packages up for renegotiation?

Please submit additional questions electronically and we will continue this conversation next month.

3. Board work to support the pledge drive – Laura (10 min)
The Pledge Committee needs help from the Board in making calls on key donors. Not all Board members have the skill or comfort level to make these calls. Tyler Rines, who works in development at Montpelier, has offered to teach us how to make these stewardship calls: how to meet with a donor, see how they experience the church and see what matters to them.

These calls can be made solo or as a pair of Board members. The Pledge Committee is also hoping that we will continue these relationships to develop continuity.

If you are willing to make calls, please read and sign the confidentiality agreement over break so the tutorial with Tyler Rines can take place at church or by conference call, depending on the weather.

BREAK AND GRATITUDE CARDS - (10 min)

V. New Business

1. First look at the program budget – Chris (20 min)
Chris introduced the program budget model we may follow for presenting the 2016-17 budget to the congregation. She asked for confirmation that she should proceed with the effort to compute a program budget for TJMC.

- The program budget is divided into five categories:
 - Worship
 - Faith Development

- Beloved Community (inward looking: councils, committees)
- Faith Witness (outward looking: our Social Justice/Action)
- Infrastructure/Overhead (buildings, electricity)
- Allocate staff time – decide what percentage of each staff member’s time contributes to each category.
- Project income by estimating:
 - Fair Share Gifts (pledges)
 - Facilities (rentals)
 - Special Events (fundraising)
 - Special Gifts (endowment and non pledge gifts)
- Pie charts will show both the percentage of expenditure supporting each of the five categories and the sources of income.
- The line item budget tracks income and expenses, yielding a surplus or deficit. It asks the questions “How much does it cost?”
- The program budget apportions percentages of the budget to the five categories and asks the question “How will we do our ministry?”
- People give to programs, not line items. They give to inspirational vision.

Discussion – What is the benefit of moving to a program budget? - The Board would continue to look at the church’s finances with a line item format to discharge its fiscal responsibility. The program budget gets the congregation to look at its fiscal responsibility by considering the life of the church, its mission and values, and matching income to broad needs. The Pledge Committee will be rolling out the pledge campaign in the same way.

The program budget will help us see our values in action. It also shows that cutting staff equals cutting programs, since staff hours are apportioned to the programs served. In support of transparency, the line item budget is always available in the office.

It would be good to customize the wording on this model to match what we call things at TJMC.

The Board endorsed the DAF’s work to create a program

budget for TJMC.

2. Longer term financial visioning – What would a financially healthy congregation look like? – Laura (30 min)

We started by writing to the prompt “A financially healthy TJMC would look like this to me.” After sharing our lists, the following threads were lifted up:

- Buildings and grounds are important
- There is a desire that money matters be less stressful
- There is a spirit of abundance born of gratitude
- The language and tone were loving and beautiful and inspiring.
- There is a feeling of generosity to the community.
- Support of staff is not in conflict with other needs.

What can we do to make these things true?

- Write a bulletin article on the board’s vision.
- Look past the pledge drive as the major source of revenue.
- Put energy into other revenue streams.

What are we willing to do to make these things happen?

- Staff is keenly aware of getting building rental income back into the budget.
- We need to study the revenue potential from other sources than the pledge drive.
- We should be talking about revenue generation rather than cutting things.

Are we ready to talk about a revenue task force? – Might that compete with a capital campaign? – No, revenue streams are from outside while capital campaign is from within. Breck would be glad to share his experience with developing revenue streams for botanical gardens and other institutions.

The Board Executive Committee will develop a charge for a Revenue Task Force.

MOTION: Go into Executive session with staff.

Unanimously approved.

3. Connie Cheetham Award – Sally (5 min)

MOTION: Leave Executive session.

Unanimously approved.

Summary – The Board subcommittee tasked to solicit and review nominations for the Connie Cheetham Award made its recommendation for this year’s recipient. The Board approved the nominee. Staff will work with the subcommittee to choose a date for the presentation. All other nominees will receive a letter of thanks from the subcommittee after the presentation.

VI. Closing Activities (10 minutes)

1. Process Review (all):

- We maintained a lighter, sometimes playful atmosphere despite some challenging issues. We’re a group that likes each other.
- I’m frustrated with the process on the Senior Staff discussion. We need a deeper discussion and more back and forth, perhaps including knowledgeable congregants as well as the Board.
- The written exercise focused us on abundance. Others in the congregation should do it; it might help shift us away from a poverty mentality.
- Ten to fifteen minute discussions on big issues may not be enough to reach meaningful resolution, even if repeated the following month. We don’t know the long term ramifications.
- Could the agendas contain a line for each item indicating the expectations/goal for that item?

2. Things to communicate / do –

--All – review draft script on senior staff model and submit comments/questions to staff for consideration at February Board meeting.

-- Board Exec – develop charge for Revenue Task Force.

-- Sally – get nameplates made for Connie Cheetham Award and two nameplates for President’s plaques.

-- Health Care Benefits subcommittee – reconvene to make recommendation for February Board meeting.

3. Closing words – Karen

Parking Lot -

Upcoming Dates

- February 3, 2016 – Exec Meeting
- February 17, 2016 – Board Meeting
- May 15, 2016 in place of 2nd service – Congregational Meeting
- June 4, 2016 - Transitional Board Retreat (8:30AM - 3PM)

Previous Agenda Items Awaiting Feedback (Requested date if known)

Future Topics for Board Meetings

- Budget and pledge drive – November
- Triune – December
- Quarterly review of board and staff goals and Strategic Plan – December and March
- Beloved Conversations – January
- Send cards to donors - January
- Stewardship – February
- Refreshing and expanding the strategic plan – March
- Rehearsal for the Congregational Meeting - April
- Board’s vision for 2016 budget priority conversation - November
- Staff goals - August
- Policy changes in Safe Congregations Policy
- Priorities for 2015-16 budget abundance – new Board retreat
- Consider how to pay for the boiler
- Emergency preparedness plan –
- Proposed changes to Short Term Public Witness process – Social Justice
- Stewardship report – The shape of Endowment / Stewardship after funds are sent to UUA for management. – April
- Campus Maintenance Plan
- Capital Expenditures Budget
- Budget calendar

- Discussion of 501c3 designation for church
- Disposition of church property should TJMC cease to exist

President's Report

President's report, January 13, 2015

Hi friends,

I'll start with the important stuff—some notes on the pledge drive and the new website--and finish off with my usual activity list and some updates.

But first, welcome back together. I hope your holidays were good and that you had time to relax and reflect. I'm looking forward to being with you all again.

I had the pleasure, in December, of delivering gift cards to our staff, on your behalf. And now I have the pleasure of returning to you their abundant thanks for your thoughtfulness.

So first: the new **Website**. Our fabulous Communications Task Force is ready to launch the new site with our approval of the Privacy Policy. We gave the Policy a first look in December and it is on the consent agenda for our January 20 meeting. Here are the things we all need to know about the website:

- The old website is failing and no longer updatable.
- The Task Force is creating a new site that is modern, secure, mobile-friendly, and as easy to use and to maintain as possible.
- There is a plan to collect user comments and to make needed additions and improvements.
- Soon after launch, we expect to expand permission to others beyond the Task Force to add content. So, for example, the board and the ministers could be responsible for their own pages.
- Once the website is up and running, a web committee will manage it and the Communications Task Force will move on to new issues,

beginning with “Non-website communications” and then “Sound and Technology.”

- *Losing Deborah Rose was a tremendously hard blow to this team, and their good work stands in part as a tribute to her, and a great gift to this church.*
- We need to support a celebration of this launch, which may coincide rather closely with the opening of the lower hall.
- As a board, we should expect it to readdress this part of our communications plan in three years.

If you'd like an early look at the website, please enjoy:

<http://dev.uucharlotteville.org/>

And now, the **pledge drive**:

I continue to meet with and be in touch with our fabulous pledge team; I am so impressed with what they are doing, how they are doing it, and the big strong crowd they've assembled! Here's our big part, and we'll talk about it at our meeting.

1. We should all pledge now for 2016-2017; the form is available and we'd like to have our pledges in place before we begin asking others.

I raised my pledge this year, in solidarity with those of you who are so generous, in excitement for the beacon of UU values that this church is becoming, in celebration for what our senior staff have done over the last several months, and in honor of those souls who left our church this year, and can't pledge anymore.

2. I hope you can be generous by your own definition; the pledge team's goal is that everyone feels good about their pledge decision.

3. If you are experiencing a hurt, anger or estrangement that interferes with your ability to pledge generously, please talk to me, to a minister, to a member of the executive committee or to Adam Slate.

4. The pledge team needs the board to do the outreach to about twenty of our congregants who make the largest contributions to the pledge drive. Here's how it will work:

5. Those of us who feel able and willing to make these calls will gather with our own Tyler Rines, Associate Director of Corporate & Foundation Giving at Montpelier, who has offered a special

training session to help us feel confident in doing these calls. We've held **Sunday, January 24th, after the second service** for a group session. If this time doesn't work for you, we will make separate arrangements.

We would sign confidentiality agreements, decide who is the best person or team to make each call, strategize the calls and create our talking points.

Those who want to make stewardship calls but aren't yet confident discussing large gifts can be paired with someone who is good at that part. These calls can be easier and more fun when done with a partner. If you aren't sure, you might come to the meeting and see how you feel at the end. If you don't feel as if this is your calling, please know that there will not be pressure. These calls can be very gratifying, but only if you feel prepared and at ease. There's other work, especially the work of thanking people, ahead of us too. So every one of us can do something to make the pledge drive a success.

Now, my other activity:

- With Ann, held first after-board feedback session. 3 people attended.

Items of discussion were:

- Health Benefits for the staff
- Senior Leadership Team; formerly known as the Triune
- The Bulletin as a communication vehicle

Ann and I volunteered summaries of the progress on board and staff goals, and plans for the pledge drive.

-Met, corresponded and talked with an increased number of congregants who wanted to talk about the state of the church.

-Had a few early conversations with people who are seeing TJMC's increased energy, strength and momentum, and seeing the opportunity that could accompany some investment in the building and grounds, and thinking it could be time for a capital campaign. What might it cover? The folding doors we planned for the lower hall? The electronics we need? Refurbishing the parking lot? Paying for a new

boiler when this one (quietly, we hope) fails? Repairs, refurbishment? Making our space a carefully tended place of beauty? Making sure we have what renters want?

I see these conversations continuing, along with work to put price tags on the things on our list, as the congregation begins to discern its appetite for a campaign and its priorities.

- Began stewardship calls.

- Continued my occasional consultations with Kenn Hurto. We have been talking especially about how a board communicates effectively with a congregation that numbers in the 400s.

- The usual: wrote bulletin article, reviewed and approved expenditures, met with staff and Exec. Committee, created a board meeting agenda, etc.

- Most gloriously, I:

- stood on the downtown mall, in a very gentle rain, with so many of my fellow UUs, to call for religious freedom for all and especially for our Muslim friends
- participate in a Beloved Conversation group, an exploration of race and ethnicity, aimed at tearing down the social walls that divide humankind.

Finally, I'll regrettably miss our February board meeting for my family's annual vacation. I will not plan to do a board report or bulletin article in February. Thanks to Karen for her leadership, whether I am here or away.

Respectfully submitted,
Laura Horn

Vice President's Report

Vice President's Report
January, 2016

The Social Justice Council met on Sunday, Dec. 13 and gathered comments and recommendations on the Emergency and Disaster Preparedness Plan. Those recommendations are part of a separate report to the board on comments and recommendations on the plan from many sources. The SJ Council considered but did not come to any conclusion about the changes to the Safety Policies recommended by the Emotional Wellness group. At the Community Life Council meeting on Jan. 12 I led a discussion about the Emergency and Disaster Preparedness plan (also included in the separate report) and gathered comments about the present governance structure for the Governance Task Force.

The Campus Management Committee led a Work party of 28 volunteers on January 9 during which the church kitchen was cleaned, the parlor kitchenette was cleaned and reorganized, the Summit kitchen was cleaned and organized, the walls in the Social Hall and the baseboards in the hallways and Social Hall were prepared for painting, the women's bathroom floors were scrubbed, broken light bulbs were replaced, repairs were made to the Social Hall vents, the rotten railway ties were discarded, a pushbar locking mechanism was installed on the Summit second floor fire exit (as required by the fire marshal), the Summit fireplace surrounds were stained and polished, and the repair of the water damaged plaster in the sanctuary was begun. Another work party will happen on Jan. 23 during which we plan to finish cleaning and organizing the church kitchen and paint the baseboards and the Social Hall walls. A total of 110 volunteer hours were tallied.

I met with the Safety Subcommittee of the RE Council about the Campus Management plans for a spring work party that will involve the grounds, including the playground. The group was also asked to consider how to improve the church grounds so that it better meets the needs of our youth and children's RE program. We would like to include these suggestions in our prioritized list of Capital Improvements.

Several members of the Campus Management Committee (Doug Webbink, Patricia Eldridge and I) met with the Finance Committee to discuss the CMC's recommendations for an increase in the building maintenance budget for 2016/17 and in the restoration of the Capital fund.

Governance Task Force is analyzing the results from our survey of church leaders about our present governance structure and is discussing recommendations from Kenn Hurto. We are also examining the governance structures of other UU churches of similar size.

The Nature Spirit group is under new leadership. Dan Spitzner is now in charge and has redone their Mission Statement. I will be asking them for a revision of the group's job description as soon as we locate the notebook of job descriptions that is missing from the office.

The board subcommittee for the Connie Cheetham award has met and will make a recommendation to the board proposing this year's winner. The group also will propose modifications in the policy manual description of the process used to determine the award winner.

Sally Taylor, Vice President

Treasurer's Report

Lead Minister's Report

Report to the Board -- January 2016

As I sit down to write, President Obama has just given his last State of the Union address, and Governor McAuliffe is gearing up to give his State of the Commonwealth address; we are about halfway through this year -- the year we gave one another to see if things could turn around; and we're about to launch our annual pledge campaign, an effort that both is informed by, and helps to form, our congregational mood. Seems like a good time for a State of the Congregation style report.

Worship: The feedback I'm receiving is extremely positive. "You've found your voice," people are telling me. "This is what we've been waiting for." We have had a few Sundays this year that were led entirely by lay Weavers, and Alex is now preaching approximately once per month, but otherwise I am now clearly our primary preacher.

There are those, of course, who have really liked the idea of radically empowered lay leadership who now miss the frequent opportunity to hear lay voices from the pulpit; and there are those who never felt that there was a problem. Of those who were feeling disaffected now actually attending worship, however, the vast majority have expressed to me that they are feeling well served. Attendance numbers are still down from previous years, but they are rising. Given that this is the one time/place at which the greatest number of TJMC folk are all in one place, positive movement here is a major indicator of the kinds of improvements we were hoping for.

Public Ministry: I was very much heartened by the community's turnout to the #Rally4Freedom at the Free Speech Wall in the week before Christmas. On a rather cold and rainy evening approximately 150 people came together to affirm Charlottesville's commitment to the value of religious liberty and to publicly stand in solidarity with our Muslim kin. Baha'i, Buddhist, Christian (of various types), Muslim, Sikh, and Unitarian Universalist, we stood together, and by the end of the rally that cold drizzle had transformed into a beautifully clear starry night. (Nice metaphor there!) The best part, from my perspective, was not the positive publicity the event gave our congregation but the opportunity it's given us to forge new relationships. We have made a deeper connection with the Islamic Society, Congregation Beth Israel, and with several area Christian congregations as well. I have been following up with the connections I made in preparation for the rally -- both with folks who attended and those who were unable to (except in spirit) -- to see what next steps we could imagine taking. It is very exciting.

While on the subject of relationships -- IMPACT has a new Lead Organizer, and he and I have had a very exciting conversation about our mutual desire to make deeper connections within the African American Church community. We brainstormed some new ways for IMPACT to try to make these connections, and I have offered to be

part of their process. I've also made an introduction between IMPACT and Wes Bellamy, Charlottesville's new Vice Mayor, because it seems that the work Wes has done in the community gives him a perspective that has not been tapped to date. So ... relationship building. That's been the focus of this work this year.

Community Building: This talk of relationships in the wider community provides a nice segue to talking about relationships within our congregation. On January 10th I preached a sermon that lifted up the difference between "a group of individuals who share a common space" and a real community. The feedback I've received is that the sermon resonated with people, and our Pledge Committee Co-chairs were happy with the way it set up some of the themes for the upcoming pledge drive. (Which, of course, it was intended to do.)

What I'm hearing from a variety of places in the congregation is that people are feeling a new/renewed sense of energy and enthusiasm. I have heard from many people who have identified themselves as having been on the spectrum between *dissatisfied* and *deeply disturbed* who are now feeling connected and hopeful again. At this halfway point in the year it seems as though efforts to turn things around are, indeed, working.

However ... (Or, perhaps, I should say, "and yet ...")

There continues to be a segment -- and I truly do believe it's a small segment -- of the congregation who seem to feel that things had gone too far for there to be any hope of turning things around. I keep hearing about people who are talking more about our problems than our potentials, and who discount or dismiss any evidence of improvement as "too little too late." Of those I know in this group, few are attending worship regularly -- if at all -- and some seem to have very little contact with the congregation except with other people

who have a similarly dismal view of things. They continue to tell things as they see them because they're not seeing the improvements.

To be sure ... a naive optimism is never a good thing nor is an overly upbeat assessment of where we are as a congregation called for. We do have fiscal challenges. Pledges are not covering expenses, and have not been for years. We have lost rental income that we once depended on. Our physical plant is not being – and for far too long has not been – cared for as it needs or deserves, and this is only going to be more apparent as our new Lower Hall shows us what our spaces could look like. And it is repeatedly asserted that we have not put any significant money into our programs in years.

There are those who look at this situation and say that the *only* way for us to balance our budget and gain any measure of fiscal health is to make drastic cuts – and it is clear whether said explicitly or implicitly that the cuts being talked about are cuts to our staff. “We simply cannot afford this level of staffing any longer,” it is said. And, yet, it is still as true as it was when the Staffing Task Force issued its report several years ago that we are woefully *understaffed* for a congregation of our size. We may not be able to afford the staff we currently have, yet unless we want to shrink significantly this staff is already as lean as it can be. We certainly will not be able to grow in *any* significant way with anything less. And it is not mere semantics to note that every dollar that goes into staff compensation *is* a dollar going to support the congregation's programming. The two are not, and never have been, separate. In fact, over the past several years, more and more of the work of the church – including its programming – has been given over to staff to do, without commensurate increases in compensation.

While I believe that the intent of this small group is to alert the congregation to the problems they see (and believe we're not addressing), an outcome is confusion. There are some who are extremely happy with things as they are, those who are extremely

unhappy, and the large majority who aren't sure what to make of the two conflicting narratives they are hearing. This is a recipe for the dissolution of community spirit, not its development. And we – staff and Board together – are charged with the care and nurture of the congregation and its ministries. *Especially* as we move into our pledge drive it is important that all of us work together to build rather than destabilize.

I am including all of this in my report because it is most certainly one of my responsibilities to try to strengthen the health of our congregation and deepen our sense community. To that end I am doing what I can to respond to the dissatisfaction that has been named by providing the kind of leadership the congregation has asked for and deserves. Yet the decision of the Board last year was to make this a year in which *we* work to turn things around. To really make a difference I need partners who are also working to change the narrative of discontent that has been gaining ascendancy (despite it's being the story of less than the majority of our congregation's members).

So how will we address the very real challenges we're facing? In the same way congregations of various types around the country are doing. We are far from the only church having financial difficulties and finding that the long-standing practice of depending on pledges for the majority of their income is no longer a tenable practice. We must create *new* revenue streams, new approaches to funding our budgets – pledges and rentals are no longer sufficient, and no matter how much effort we put into increasing these streams all evidence is that it will not be enough. We *can* choose to shrink, of course, and to hobble our ability to be the kind of community we say we want to be, or we can be creative, and experimental, and, perhaps above all, faithful. I believe that this is a time to build on the renewed energy and spirit, and hope that we can be faithful partners toward that end.

Pax tecum, friends ...

Wik

Director of Faith Development's Report

Report to the Board

January 2016

Leia Durland-Jones, Director of Faith Development

Children & Youth RE Committee

Our classroom spaces are filled on Sunday mornings with the happy sounds of children and youth engaged in important and meaningful explorations and experiences! We, and they, are so fortunate!

The committee is in the middle of a mid-year assessment to get a sense of how things are going overall in the Children & Youth RE programs. We are particularly interested in learning about how our volunteers as well as the parents and children are feeling about their experiences with the Tapestry of Faith curricula that are new to our congregation.

The all church holiday party, hosted annually by the committee, was a great success and much fun. Thanks to Ellen Powell for serving as the coordinator and to James Smith for leading caroling at the Martha Jefferson House.

Margaret Gorman, RE Committee member, arranged for and co-hosted our congregation's Partner Church table at 10,000 Villages on December 5 with partial proceeds from the sales at the store that day benefiting our Partner Church. The amount raised will pay our dues to the UU Partner Church Council.

We received a lovely thank you note from the staff at Greer Elementary school telling us how much they appreciate the Giving Tree support from our congregation. The card is on the social justice bulletin board at church if you would like to see it.

Our next Meal Packet Sunday is January 24. Thanks to Margaret Gorman and other members of the Helping Hands/Social Justice subcommittee of the RE Committee, our children will create about 200 meal packets that day to be distributed through the Interfaith Humanitarian Sanctum.

The four subcommittees of the RE Committee are: Volunteer/Parent support, Helping Hands/Social Justice, Playground Maintenance/Safety, Special Events. We appreciated having Sally Taylor attend the committee meeting to talk specifically with the Playground

Maintenance/Safety subcommittee about campus safety/maintenance concerns.

Youth Programming (11:15 service only)

Our 6th & 7th Neighboring Faiths class is starting their unit on Islam and will visit the Charlottesville mosque on December 31. We hope that many families will also attend the mosque's open house this month. Our Coming of Age class (8th, 9th & 10th grade) had a wonderful time at their lock-in on December 12. They have spent the month of January learning about spiritual practices. All youth have mentors and are working through their notebooks.

YRUU has a lock-in on January 16. They have been exploring a variety of topics on Sunday morning and continue to enjoy strong participation and attendance with 21 participating youth.

Our youth have been invited to participate in a regional youth lock-in hosted by the Newport News UU Fellowship on January 29 and there is also a Senior High weekend long youth conference in Charlotte, NC February 5-7. We hope to have some of our youth participate and connect to the wider UU community.

Worship

Children's Worship

Our congregation's monthly ministry themes are introduced and explored with our 4 year-olds through 5th graders in Children's Worship. This month, we've talked about what it means to be a people of resistance and, as always, the children have very insightful perspectives.

Wednesday Worship

Our weekly Wednesday Worship services attract a small but faithful group and builds on our monthly ministry theme. Many of the readings and handouts from Wednesday Worship are now available for anyone to pick up on the bulletin board outside the mailroom.

Multigenerational Worship

Giving Tree and Christmas Eve services were very well attended as was our multigenerational New Year's Eve labyrinth walk with over 100 people participating! Many thanks to Patty Wallens for her leadership for the NYE labyrinth walk.

Adult Programming

My focus with AFD right now continues to be with Beloved Conversations and the Women's Dream Quest Planning Circle as we prepare for our seventh annual Women's Dream Quest to be held at TJMC on February 26 and 27. The "Return to the Land of Soul" workshop, open to everyone, will occur on Sunday February 28. Plans for other winter/spring AFD experiences are in process and I am in dialog with Erik and Alex about what they plan to offer.

Director of Administration and Finance's Report

Director of Administration and Finance – Christina Rivera Board Report – January 20, 2015 mtg

December 2015

- Number of emails received: 2467
- Completed November 2015 month end financials
- Took 8 hours of comp time week of Christmas
- Participated in Beloved Conversations Kick-off, provided admin support
- Prep and attended following meetings:
 - 6 month DAF Assessment
 - Finance committee
 - Board
 - Exec. Comm. (did not attend) a
 - Personnel

Lower Hall Renovations:

The Elevator is operational and we have received all our occupancy permits!! A final walk-through will occur 1/20/16 to generate a final list of items to be completed. The project expended significant use of our contingency budget due to complications of the excavation of the elevator shaft. This will impact the use of those funds for prioritized areas such as purchase of second partition, Audio/Visual equipment, interior painting of Summit, etc. We will update leadership with further move-in plans.

Executive Session: Financial business information

FY 16 Financial Report Notes:

- New Timeline: Due to last month's approval of reviewing the 2nd previous month's financials, we do not have a new financial report to review. However, it has been suggested by the President that another option is to move the deadline for the DAF report to the Monday prior to the Board meeting. This revision provides for the Board to review the immediate past month's financials while allowing the DAF adequate time to prepare said financial reports. We will begin this process with the February Board report.
- Jaime McReynolds and I met on 11/20 for a script reconciliation tutorial and I am grateful to him for his help. With his guidance we were able to figure out where it was in the very complex scrip reporting/reconciling process that I was in error. I have completed the corrections for the June through November financials and appreciate his guidance.

Staff Health Benefit Analysis:

I met with the Health Benefit Task Force and provided information to the team to create the proposal submitted by Dawn Dirks.

Program Budget:

I have begun the process of transforming our line-item budget into a program budget. Please see the attached presentation from Kenn Hurto which I will review with the Board in more detail at our meeting.

Membership Report

To: Board members

Re: December 31, 2015 Membership report

TOTAL MEMBERSHIP as of Nov. 31, 2015: 414 including 12 youth members

Add:

Edelson, Jen, Dec. 2, 2015

Drop:

Wilcox, Annette, announcement to the congregation, Dec. 27, 2015

TOTAL MEMBERSHIP as of Dec. 31, 2015: 414 members including 12 youth members

Sally Taylor

Membership Tracker for Membership Committee

Board Liaison Reports