

**Christ Congregational Church
Silver Spring, MD
Meeting of the Coordinating Council
February 6, 2017**

PRESENT

Gwen Garrison (Moderator)
Tim Carrigan (Past Moderator)
Matthew Braddock (Senior Pastor)
Steve Anderson (Member Care)
Bob Brown (Member Care)
Kristen Brown (Formation)
Lissa Costa (Member Care)
Judy Cox (Mission & Outreach)
Matt Dinkel (CC At-Large)
Tom Doggett (CC At-Large & Facilitator of 2017 Stewardship Campaign)
Larry Duff (Chair of CCC Corporation, Trustee)
Patty First (Mission & Outreach)
Susan Gray (Worship & the Arts)
Marilyn Hall (Trustee, CC At-Large)
Sarah Ingram (Church Clerk)
Dayna Brown Majorowitz (Trustee, CC At-Large)
Steve Petersen (Trustee, CC At-Large to CC)
John Potts (Trustee, Vice-chair of CCC Corporation, CC At-Large)
Doug Redmond (Trustee, CC At-Large)
Dean Ripple (Treasurer);
Olen Stephens (Trustee, CC At-Large)
Bob Tiller (Trustee, Secretary of Corporation, CC At-Large)
John Wack (CC At-Large);
Anne Weissenborn (Mission & Outreach);

Gathering, Opening Thought, Introductions and Prayer: Gwen Garrison, Moderator, gathered the Coordinating Council, shared an opening thought and led the group in prayer.

Call to Order and Review of Agenda: Gwen called the meeting of the Coordinating Council to order at 7:43 pm. The Agenda was approved (motion by Susan Gray; second by Kristen Brown; motion passed).

Approval of January 9, 2017 Minutes of the Joint Meeting of the Executive Council & the Board of Trustees: The minutes were approved with typo correction (motion by John Wack; second by Patty First; motion passed).

COMMITTEE REPORTS

Stewardship 2017 and Pledge Sunday

Tom Doggett shared the schedule for the kick-off on February 19th, the letter to members (reminder to members at 3/4 service and stuffing party afterwards, mail 3/6), and wrap up and pledge card due date of March 19th.

Peder Maarbjerg and Dan Pence and team are analyzing data on demographics and giving. Peder and Olin Stephens team will be focused on communications to the parents of children and youth. Dan Pence will lead another team doing one-on-one contacts with other individuals before the pledge due date. There will be discussions about how and when contacts are made.

Having the CCC visioning priorities clear will be important for these conversations.

Security Task Force Report (Attachment A)

John Wack briefed the CC on the task force report ("*Initial Recommendations to the CCC Coordinating Council on Physical Security Adjustments*"). He explained the process of the task force including consultations with experts, Montgomery County Police, people familiar with the CCC facility and history, and the day care center (main tenant). He summarized the various risks and different possible treatments: routine vandalism and petty theft; political vandalism like the Black Lives Matter banner; longer term security issues with intruders, the homeless, the inability for office to see the front door; and Sunday service as the most vulnerable time for serious safety threats (per police and other experts).

John presented the team's list of recommendations (Attachment A) and fielded questions. The CC discussed the various factors in balancing between safety and openness on Sundays. Ideas to lock all doors except the east parking lot entrance felt safer to some and less welcoming to others. There was consensus about training greeters and ushers as the first line of defense, including threat recognition and signals. Some referenced gun bans (CCC does not have written policy) and others mentioned guns to protect. Several members raised the importance of considering CCC covenants and values and ensuring that safety measures remain consistent with the kind of church community CCC desires to be. There was discussion about various property improvements including door repairs, cameras inside and cameras outside (and office's line-of-sight), augmented external lighting, alternative lock systems (keys, cards, fobs, entry logs), and particular needs for day care center.

John and Gwen, with others, will work on considering the safety/welcome balance, pricing and sequencing issues and will bring back the topic.

Affirmation of two new short-term teams (Attachment B)

- Sabbatical Proposal Team

Gwen briefed the CC and fielded a question about how the money would flow if the Lilly proposal is successful. The team will report back to the CC by May 1, 2017.

- Property Maintenance Contract Review

Gwen shared that the current property service contract with Rommel Cranston is scheduled for renewal in the spring. There is consensus that good governance requires that other options be considered before renewing with the same company. Questions related to the short schedule and to the wisdom of considering multiple alternatives. The team will work

through the property needs assessment and options and report back to the CC by April 1, 2017.

Gwen asked for a motion to affirm the formation of the two task teams. Motion made by John Wack, seconded by Dayna Majorowitz, and passed unanimously.

CCC INTERIM GOVERNANCE MODEL

Framing CCC Interim Governance Model as a move towards a Learning Organization

Gwen briefed the CC on the building blocks of a Learning Organization, as laid out in the Harvard Business School article shared for this and future meetings. The authors state that organizations that cultivate tolerance, foster open communication, think holistically and systemically, and include time for reflection, will be more productive and also able to adapt to the unpredictable more quickly.

Gwen then invited the CC members to practice these building blocks in break-out groups addressing CCC issues: HR functions; Communications; and Enhancing the CCC Welcoming Presence. After the break-outs, CC members commented: people followed their passion/concerns to a group; even though there was shared interest in a topic there was diversity of views and many ideas; most struggled to balance between the big picture and solving details; everyone felt energized by the shared enthusiasm and possibilities.

Gwen noted that the 3rd Monday of each month has saved space and asked the group to be considering how the mission and business groups might best use that time.

Gwen reminded the group that even in the middle of problem solving, CCC is also about caring for each other spiritually, as a community, and sometimes physically. Some members are issue activists, some are compassionate care givers, and some balance both.

Lessons Learned from Women's March

Gwen asked the CC to consider how CCC can be a learning organization, including about how to pace the capacity of CCC by knowing when and how the church officially leads an issue or event (with logistics and money) and when it blesses individuals to follow their passion without the full energy force of the institution.

Sarah Ingram reported on lessons learned from the Women's March (from the report-back circulated to the CC). She flagged the short lead time, coordination with the Potomac Association, scrambling on hosting requests, and event logistics (communications, safety, etc.). The group then discussed a number of questions:

- How effective is marching to achieve goals or is it better to write letters, lobby Annapolis, bring lawsuits, or educate the next generation?
 - Answer: Yes, and. Marches serve to energize people to do the follow-up patient work thereafter. Comment: "Occupy" failed because it was only sit-ins and did not use other tools and avenues.
- Should CCC focus its finite organizing capacity on broad events like the Women's March or focus on more specific topics that also align with CCC values (environment, immigration, LGBTQ Pride, state bail reform) and let individuals join other events as individuals or clusters?

- Answer: Some focus hard on a smaller number of specific issues instead of broad events at which participants bring numerous and sometimes inconsistent issues.
- Can CCC look to the Potomac Association for leadership on events and choices?
 - Answer: No but they will try to support grass roots energy by members and churches.
- Other questions for future discussion?
 - Should CCC favor events led by organizations with which CCC is already affiliated or supporting? Prioritization criteria or unhelpful limitation?
 - How do CCC approvals work for the next event with a short window? Does a group need someone to vote before they can carry the banner? When can you name CCC on your sign or in an interview? How much energy should flow from CCC into an event and what if the new event is a schedule conflict with other CCC event (e.g., April March for Science vs. Women's Spring Retreat, a March and a Retreat House event).

The group agreed that these issues need more discussion and policies need to firm up over the coming months. There was consensus that CCC will need to pace the energy expenditure on CCC officially-sponsored external projects.

REVIEW OF NEXT STEPS

Annual Report Work

Gwen will send last year's Annual Report to the former Board chairs. Chairs should write up their Board's activities from July 2016 through January 2017 and deliver it to Gwen by February 28th. Judy Cox will pull together that portion of this year's Annual Report. The portion covering February to June 2017 will be due later from the newly configured leads.

Review of the Roadmap (Attachment C)

The group noted the updated Roadmap of Key Dates and discussed meetings on February 27th for the Engagement Areas (EAs). Gwen reminded the group that 60% of the old activities do not change even if clustered under a different header and everything currently scheduled (events, grants, etc.) should continue over the coming months. The challenge: what do the EAs think should be done next to gather those with passion, to make recommendations about what could be enhanced, dropped or started and to nurture that learning and renewal process up from the EAs.

The group discussed how the EAs might use the time on the 27th and whether to send invitations to particular individuals known to be interested or issue a general invitation to the congregation. Pros and Cons were discussed. The group voted to issue a general invitation, to be facilitated by the Communications group.

The group discussed planning for the 2017-18 schedule of activities and that some EAs have consistent schedule each year and should discuss enhancements whereas other EAs might have some repeat events but need a new way to nimbly handle new and challenging items. Gwen reminded the group that the congregation should see these activity schedules at the June Annual Meeting (as is done at First CC of Colorado Springs, CO). There was consensus that the EAs should seek ways to welcome the congregation into the planning process and continuously inform the congregation about plans and opportunities to get involved.

Vision Priorities

Gwen shared a list of ideas for setting visioning priorities based on seven months of listening to members of the congregation at town halls, small groups and one-on-ones.

- Support our Progressive Youth Ministry with dedicated PT Staff
- Invest in our facility for safety and future revenue potential
- Enhance our Property Assets with an Experienced Building Maintenance Person
- Expand our Social Mission Giving
- Expand our Progressive Voice and Witness online materials and organizing tools
- Enhance our Communications and Audio-Visual Technology
- Replenish our Financial Reserves
- Establish a fund for future programming that advances our CCC values

Gwen asked for feedback about the list and how it might relate to the activities planned by the EAs for the 2017-18 year.

What Does Our Success Look Like by May?

Gwen challenged the group to think about how CC should define what success will look like in May. She credited John Malone with emphasizing CCC's ability to define success, establish measures, and assess our progress against our goals. Future meetings will look at this question but feedback is appreciated in the interim.

March 11 – Retreat Planning: Gwen explained that attendees will be the CC and a few other key players, and Steve Sterner, the consultant from the Center for Progressive Renewal.

Adjournment and Prayer: Gwen adjourned the meeting at 9:55 pm and Matt Braddock led the group in a closing prayer.

Respectfully Submitted by Sarah Ingram, Church Clerk.

ACTION ITEMS

- Drafts of Annual Report sections covering July 2016 through January 2017 are due to Gwen by February 28th. (Former Board Chairs)
- Communications for the February 27th open meetings. (Communications committee)
 - From Your Moderator, Bulletins (2/12, 2/18, 2/26), eNewNotes & eBlast.
- Feedback to Gwen on additional ways to use the 3rd Monday of each month on old or new issues and activities. (All)
- Feedback to Gwen on the proposed vision priorities. (All)

ATTACHMENTS

- A. Security Task Force Summary of Recommendations
- B. Sabbatical Team Proposal
- C. Property Maintenance Contract Review
- D. Roadmap of Key Dates

Immediate Recommendations, Do ASAP:

1. Recommendation 3.A: Lock all doors on Sundays except the main door.
2. Recommendation 2.A: Ensure all external doors and internal office doors are always locked as a policy.
3. Recommendation 3.B: Add additional office staff who can monitor the front office area and also handle issues in other areas of the building.
4. Recommendation 3.C: Use greeters and ushers and office staff who can recognize potential intruders/problems combined with a protocol for handling the problems before they could escalate.
5. Recommendation 3.D: Establish a shared “code word” between ushers and pastors to use during emergencies, a protocol for contacting the police, and a set of procedures to follow.
6. Recommendation 2.D: Create emergency procedures and protocols to follow in case of emergencies and train staff regularly to follow them.
7. Recommendation 4.D: Communicate with the congregation at least annually on threats and countermeasures employed by the church.

Intermediate Recommendations, Do Soon:

1. Recommendation 1.A: Replace the Colesville Road doors and keep them locked. \$2-3K.
2. Recommendation 2.B: Install three security cameras, all inside the building, to monitor access. \$700-\$1000.

Longer-Term Recommendations, Do Within Year:

1. Recommendation 1.B: Replace locks on external doors to require FOBs or cipher locks. Replace locks on internal doors with locks that use keys that cannot be duplicated. Keep all external/internal doors locked. \$4K.
2. Recommendation 1.C: Establish a strict access control policy, tracking who has keys, locks, or combinations.

Team to Support Pastor Matt's Lilly Endowment Sabbatical Grant Proposal

Rationale: Pastor Matt is scheduled for a 4 month sabbatical in 2018 per his contract. His current stated plan is to begin this sabbatical on April 1, 2017. The [Lilly Endowment](#) provides sabbatical funds to for clergy renewal that can help with sabbatical costs both for clergy renewal activities and for pastoral coverage duties in his/her absence.

Charge with Desired Outcome: The task force will support Pastor Matt in identifying and meeting the Lilly Endowment sabbatical proposal funding criteria. They will work with him so all appropriate materials are submitted by the April 2017 deadline. As the team drafts the proposal they also will draft a roadmap for the church to prepare for the sabbatical time if he is awarded funding (notification is targeted for August 2018).

Members:

Tim Carrigan—Coordinating Council Member and Past Moderator

Mary Stone—CCC member with grant writing experience

Karen Lee—CCC member in non-profit work and grant writing experience.

Additional support from Dean Ripple, CCC Treasurer, as needed in drafting grant budget

Report back to Coordinating Council Target Date: May 1, 2017

Team to Review Property Maintenance Company

Rationale: Since our maintenance contract with Rommel Cranston is scheduled for renewal later this spring, it is in our interest to review other options given the constraints on our staff and volunteers.

Charge with Desired Outcome: Review CCC Church Administrator's property needs assessment and current service level experience alongside a new proposal from an HVAC company and provide feedback and if possible recommendation to Coordinating Council in these areas.

- Company reliability as service provider, reputation, and quality of work, financial stability and commitment to the community.
- Identify what this company could do for the CCC facility
- Service agreement cost and any competitive pricing
- Analyze how would this be implemented - our maintenance contracts start and end with a variety of renewal timeframes

Team members:

Marilyn Hall—Coordinating Council Member and At-Large Trustee

Jim Conklin—Green Team

Tony Ingram—Building and Grounds

Jim Walters—Coop connection

Bridgette Dougall—Asst. Treasurer and part of the AP& F new governance area. Also has interest in Building and Grounds

Target Report Date to Coordinating Council: April 1, 2017

Key Dates for Coordinating Council – *Going Forward* (2/27/17)

Below is a roadmap as we enter into the Interim Governance Model. Things will need to be adjusted and augmented as we go. () denote day of the week

Dates in 2017	Group(s)	Key Activities & Motions
(M) Feb 27	Engagement Area Mtgs	<ul style="list-style-type: none"> Discuss Vision Strategic Priorities for Each Engagement Area Begin Aligning Review Process to focus on CCC Mission and Vision
(M) Mar 6	Coordinating Council Mtg	<ul style="list-style-type: none"> Preparations for March 11 Retreat Review draft CCC FY2018 Budget aligned to Engagement Areas
(Sa) Mar 11	Coordinating Council and Engagement Area Retreat with Steve Sterner	<ul style="list-style-type: none"> Create volunteer job descriptions of key leadership roles. Create accountability review process for all CCC activities
(Su) Mar 19	Pledge Sunday	Collect Pledge Cards from Memberships
(M) Mar 20	Engagement Area Mtgs	Review Volunteer Job Descriptions and begin succession planning for 2018
(M) Apr 3	Coordinating Council	<ul style="list-style-type: none"> Review Volunteer Job Descriptions and Succession Plans. Review Evaluation Plans for Interim Gov period Report assignments for Annual Meeting report
Sunday April 9 through Sunday April 15	Palm Sunday, Holy Week and Easter	(Mont Co Spring Break April 10-16)
(M) Apr 16	Engagement Area Mtg	<ul style="list-style-type: none"> Gather Interim Gov Period feedback. Finalize FY2018 Succession Plans
(Su) Apr 23	Town Hall to Update Membership on Interim Gov Process	
(Su) Apr 30	All Annual Mtg Draft Reports Due	
(M) May 1	Coordinating Council	Review Interim Gov Feedback and vote to recommend to Congregation on next steps
(Th) May 4	Moderator Report Due to Annual Report	Complete Draft Annual Report
Sunday May 14	Draft Annual Report out for review	
(M) May 15	Engagement Areas Mtg	<ul style="list-style-type: none"> Feedback on Annual report –All comments/corrections due back by Wed, May 17 Draft ‘fallback or Plan B’ plans
(Th), May 18	2017 Annual Report Printed and Prepped for Distribution	
(Su) May 21	Distribute 2017 Annual Report	
(Su) June 4 2017	*Annual Congregational Meeting	<ul style="list-style-type: none"> Approve Gov Extension or Reverse Approve FY2018 Budget Other items
(M) June 5, 2017	Coordinating Council Meeting	

* indicates announcements made by the CCC Clerk in ENews, bulletin, website, verbally before Sunday Worship at least three weeks ahead of event.