

Christ Congregational Church  
Silver Spring, MD  
Meeting of the Coordinating Council  
April 3, 2017

PRESENT

Gwen Garrison (Moderator)  
Tim Carrigan (Past Moderator)  
Matthew Braddock (Senior Pastor)  
Bob Brown (Member Care)  
Kristen Brown (Formation)  
Chris Bublitz (Trustee, CC At-Large)  
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)  
Susan Gray (Worship & the Arts)  
Sarah Ingram (Church Clerk)  
Dayna Brown Majarowitz (Trustee, CC At-Large)  
Steve Petersen (Trustee, At-Large to CC)  
John Potts (Trustee, Vice-chair of CCC Corporation, 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, and Prayer:** Gwen Garrison, Moderator, gathered the Coordinating Council, shared an opening exercise and led the group in prayer.

**Call To Order and Review of Agenda:** Gwen called the meeting of the Coordinating Council to order at 7:45 pm.

**Approval of March 6, 2017 Minutes of the Coordinating Council:** The minutes were approved (with a correction on page 3 and a request to circulate them in Word): motion by Tom Doggett, second by Matt Dinkel; motion passed.

**Committee Reports: Stewardship 2017**

**Initial Pledge Information**

Gwen shared preliminary pledge numbers provided by David Main (Attachment A). Pledging numbers and dollars are ahead of the same time in 2016 but it is unknown whether this will, in the end, represent an increase or early action. She thanked the team for the data analysis, outreach, and work on materials, and noted that pledge cards continue to come in.

The team will assemble a thank-you letter, which will include information for each method of payment. The CC agreed that a team should add handwritten postscripts to provide personal thanks. Also, Dan Pence will work with the team on any follow-up outreach to the remaining members who have not yet delivered pledge cards.

Tom Doggett will assemble a complete set of Stewardship materials to add to the Stewardship notebook archive.

Dan Pence will report at the May 1<sup>st</sup> CC meeting with updated numbers and detailed demographics on number of pledgers, dollars and trends.

### **Initial Tally of Voice and Interest Cards**

Gwen provided preliminary information from the Voice and Interest submissions (Attachment B). The Voice data is being provided to Larry Duff and the budget formulation committee, and the Interests data is being provided to relevant ministry or committee leaders. Gwen will provide a final tally at the May 1<sup>st</sup> CC meeting.

The CC discussed how and when feedback should be provided to the congregation, including how the giving level is impacting the funding interests expressed by members.

### **FY18 Budget Preparation**

Larry Duff stated that the Voice card feedback is helpful. He confirmed that the budget team, with input from the ministry areas, will formulate a budget and bring it to the CC prior to providing it to the congregation at the Annual Meeting. In addition, between the May 1<sup>st</sup> CC meeting and the June 4<sup>th</sup> Annual Meeting, the budget team will offer one or more listening sessions to CCC members.

Dean Ripple commented that if the pledge trends continue CCC will be well positioned to make the staffing improvements prioritized by the member feedback: a new youth minister and increased hours for the school superintendent.

Various questions were answered or clarified, including: the schedule for finalizing the budget for the Annual Meeting; the structure of the budget categories under the new governance structure; whether Takoma Park Presbyterian Church is likely to be able to contribute to the youth minister salary; and the process for future discussions if ministries request more funds than are available.

There was an extended discussion about a game plan if the FY18 pledge level falls short of being able to fund the two staff priorities. Some suggested a special call for funds targeted specifically to those priorities. Others cautioned against departing from the unified budget

model for core costs. Others stated that given CCC history it would be very important to be clear and open with the congregation about any large departure from the unified budget. Some voiced that the CC needs to launch a more thorough examination of the budget structure and build congregational consensus before the 2018/19 fiscal year. The discussion was tabled pending further evolving information about the current pledge cycle.

### **Next Steps in Leadership Structure**

For the June 4<sup>th</sup> Annual Meeting, the Annual Report will be distributed electronically, with a few copies available at the meeting. The proposed FY18 Budget and the FY18 Leadership Roster will be made available hard-copy at the meeting to those who attend.

Gwen reminded the group that either the January roster will go forward for another year or, as mentioned at the January congregational meeting, the CC needs to propose a modified structure and roster to be voted on by the congregation. In either case, the FY18 terms would be one year and new terms would be set in FY18 to apply in FY19 and beyond. Gwen shared a proposed report and modified structure, reflecting much input from CC members and others. She asked that the CC discuss the pros and cons of the proposal in break-outs. Each group held lively discussions reflecting many issues and views. When the group reassembled, several issues were raised and further discussed:

- Many clarifying details are contained in the narrative but the graphic itself needs to use a less hierarchical software display to deter visceral reactions. (Many attendees had viewed the chart but not the narrative, and worried about CCC members doing same.)
- Strong consensus that need to make the Moderator position manageable and ensure that there is a clear development and succession path.
- There was considerable support for a specific Moderator-elect position and a slot for the Past Moderator to stay engaged. There was discussion about whether one of the associate moderators could also wear the Moderator-elect hat or a separate position would be more effective (growing consensus).
- There was strong support for the four at-large members to provide an opportunity to provide increased diversity of perspective to the rest of the team holding portfolio positions (such as associate moderators).
- There was strong support of the balancing of business and ministry positions in the smaller leadership team (monthly meetings) but concern that at least optically the wider coordinating council (quarterly meetings) appeared business-heavy (even though with four at-large positions the ministry spots still outnumber the business spots), because “large bubbles” look the same as “little bubbles”. Some felt the balancing gives a strong signal about a more integrated view of mission and funding policies.
- Some felt the proposal of an associate moderator (worship and mission) and an associate moderator (congregational engagement) on the leadership team would successfully free up the four ministry coordinators to focus on ministry instead of bureaucracy, whereas others worried that other barriers would be created.
  - Several people explained that the associate moderators would focus on facilitating, connecting, advocating for support, and fostering communication. This frees up the Moderator to be the cross-cutting glue for the entire church, and frees up the coordinators to follow their passions and ministries with less overhead

- responsibilities. For example, the associate moderators could take turns hosting *“From Your Moderator”*.
- Several current coordinators appreciated reducing stress on the Moderator and providing a better succession path to Moderator without burdening the coordinators who want to focus on ministry.
  - It was agreed that the roles would need to be clearly described to leverage advantages and prevent confusion, and to help each volunteer decide what role they would most like to pursue.
  - A number of questions focused on the need to be very clear about what kinds of decisions can and should be made at what level:
    - What is reserved to the congregation (after being worked by leadership and teams); what can be determined by the leadership team (as corporation officers and trustees); what can be decided by the wider coordinating council; and what can be handled and determined by individual leaders (such as a coordinator) or subgroups.
    - Some issues bubble up, some come in sideways from members or outside CCC, and some are proposed by leadership. The source does not change who can decide.
    - Several commented about needing the graphics and descriptions to reflect that most day to day activities and decision making would be at the coordinator and group levels, and that although issues can arise anywhere it is the polity who owns the church (for example, a project fitting clearly within an established mission topic versus a proposal in a new area not within scope of current covenants).
  - Several people raised the need to establish continuous assessment of CCC’s experience as the church moves through the successive iterations of governance structures and procedures. Many felt this is essential for transparency and accountability to the congregation as CCC goes through streamlining governance, and it will support the best data-driven learning process.
  - A few people asked whether the CC leadership structure really needs to change for FY18, or could continue as is while issues are sorted out during FY18. It was pointed out that 30 is a large group, that filling all those positions in FY18 is uncertain, and reaching a quorum each month is challenging as many people are passionate about their work but cannot attend monthly CC meetings. Despite the time challenges, most attendees preferred that a revised structure be proposed in June.

### **Upcoming Meetings and Schedule**

#### **Town hall**

Gwen thanked the members for all the input. She raised that the chart and narrative are meant to be the center of discussions at the upcoming town hall on April 23<sup>rd</sup>. Given that schedule and the CC feedback, she asked that members stay focused on crisp feedback with specific solutions and prompt responses. She cautioned the CC members to not let the perfect be the enemy of the good and instead help the congregation advance down the path. She heard the need for a new graphical display style, a clarified narrative report, and possible changes to the substance of the proposal. She shared that she would consider whether to postpone the town hall until after a second CC discussion.

The group agreed that how it is communicated to the congregation is critical, and that members of the CC need to step up before and during the town hall (and at the Annual Meeting) to own, and advocate for, the proposal.

## **Roster**

Gwen raised the requirement that a completed roster be presented to the congregation at the Annual Meeting. She confirmed that all CC members have a copy of the approved January 2017 roster, and of the proposed leadership structure, and urged the CC members to speak with her, or with Matt, ASAP about candidates (self or other) for filling roles. She proposed that the core leadership team (monthly group) in the proposal be specifically considered but that the additional CC positions (quarterly) be filled with current volunteers. Gwen pointed out that even if the current structure is continued there are critical gaps that must be addressed (Moderator, Moderator-elect, etc.).

Gwen adjourned the meeting at 10:06 pm and thanked the members for the extended meeting. Matt led the CC in a closing prayer.

NOTE: soon after this meeting Gwen circulated an updated Key Dates chart (Attachment C) and rescheduled the town hall to Sunday, May 7<sup>th</sup>.

Respectfully submitted by Sarah Ingram, Church Clerk.

## 2017 CCC Pledge Campaign Progress Report through April 1, 2017

Pledge Campaign Progress through April 1, 2017						
From David Main						
	Complete	Week 1				
Summary	<b>2015-2016</b>	<b>2016-2017</b>	Change	Decreased	Increased	Steady
Dollars	\$ 654,959.50	\$ 423,884.40	\$ 9,981.00	17	51	23
Pledge Units	184	98				
New Pledges		7				
% of Previous Pledge Year		65%				
	Complete	As of April 1, 2017 (One week from Pledge Sunday)				
Summary	<b>2016-17</b>	<b>2017-18</b>	Change	Decreased	Increased	Steady
Dollars	\$ 629,396.40	\$ 526,136.00	\$ 47,355.60	11	58	23
Pledge Units	161	103				
New Pledges		11				
% of Previous Pledge Year		84%				

## Initial Results from the Pledge Sunday Voice &amp; Interest Cards

(compiled by G. E. Garrison, Moderator, as of 4/2/2017).

**General Notes:** The results include both a simple tally of votes and a calculation of “importance” (1 = top priority, 2 = very important, 3 = important). For some people, they either didn’t understand or ignored the directions so it is difficult to determine the meaning. Others ranked all items and some ranked none. Nevertheless, here are the highlights for the **96 card submissions**:

## FY18 Budget Priorities (listed in order of importance)

Item	Importance (if 1, then given 5 points; 2 =3 points and 3=1 point; others given .5)	Tallied Number of Votes
Sustain our vibrant Cooperative Youth Ministry by hiring a 20 hour per week Director	258.5	69
Support our Sunday School Superintendent by adding 5 hours per week to the position	145.5	46
Increase our giving to Social Mission activities both local and worldwide	115	35
Make improvements to our building—such as painting, Re-carpeting, and furniture upgrades	95.5	44
Enhance communications within our church and on our website by upgrading our technology	83.5	35
Wherever it is most needed	72	20
Create an action fund to quickly empower new activities that support CCC’s values/priorities	64.5	27
Return programs to our building on Fridays by adding hours for custodial staff	19.5	12

## Demographic Notes:

Most of the cards contained the names of church members. From this information, I grouped Individuals into demographic categories (Seniors/Retired, Empty Nesters, Young Adult, Family with Kids, and Undetermined<sup>1</sup>). Below are the top two budget priorities for key demographic groups:

- For Families with Kids & Empty Nesters: 1. CYM and 2. Church School Superintendent
- For Seniors: 1. CYM and 2. Church School Superintendent

## Initial Conclusion:

From the card tallies and level of “importance”, the initial results indicate support of CCC staffing, affirming the direction to hire a PT CYM Director and increase the Church School Superintendent hours. Additionally, giving attention to our building and communications were also seen as worthwhile budgetary goals.

<sup>1</sup> There were too few tallies for “Young Adult” & “Undetermined” to provide information at this time.

## Key Dates for Coordinating Council Activities

(GEGarrison, CCC FY2017 Moderator, updated April 4, 2017)

Below is a roadmap as we proceed with our Interim Governance Model and prepare for June 4 CCC Annual Meeting. **Two Notes: A) FY18 Budget Hearings are not yet on this calendar; B) EAs can meet anytime it is convenient for the group to continue planning. April 24 and May 15 are days where CCC rooms are already reserved for you if you need them.** Other venues are encouraged!

### Timeline for CCC Groups and Focused topics

( ) denote day of the week

Dates in 2017	Group(s)	Key Activities & Motions
(M) Apr 3	Coordinating Council	<ul style="list-style-type: none"> <li>Review Leadership Structure &amp; Roster of Positions</li> <li>FY18 Budget Preparations</li> <li>Report assignments for Annual Meeting report</li> </ul>
Sunday April 9 through Sunday April 15	Palm Sunday, Holy Week and Easter	(Mont Co Spring Break April 10-16)
(M) Apr 24	Engagement Area Mtg	FY2017 Budgets and Goals <b>Budget draft due to Larry by COB Friday, April 28</b> <b>EA Goals due to Gwen by COB Friday, April 28</b>
(Su) Apr 30	All CCC Staff and Committee Annual Mtg Draft Reports Due	
(M) May 1	Coordinating Council	FY18 Budget Draft Final FY17 Committee Reports EA Draft Goals Leadership Roster
(Th) May 4	Moderator Report Due to Annual Report	Complete Draft Annual Report
(F) May 5	Taste of Ministry Descriptions/Reviews Due	<b>Send to Lissa Costa due to Gwen by COB</b>
(Su) May 7	<b>Town Hall to Update Membership on Interim Gov Process</b>	
Sunday May 14	Draft Annual Report out for review	
(M) May 15	Engagement Areas Mtg	•
(Th), May 18	2017 Annual Report Printed and Prepped for Distribution	
(Su) May 21	Target Date to Distribute 2017 Annual Report-- --Digital copy posted the CCC website for people to get with 50 copies (??) printed and available to member in the office.	Report includes FY17—Congregational Meeting Minutes Board Reports, Moderator, Senior Minister and other Committee Reports EA Goals for 2018
(W) May 31	Final FY18 Budget Draft--Email	•
(F) June 2	All presentation slides due to Gwen for Annual Meeting	
(Su) June 4 2017	<b>*Annual Congregational Meeting</b>	<ul style="list-style-type: none"> <li>Approve FY18 Leadership Structure</li> <li>Approve FY2018 Budget</li> <li>Other items</li> </ul>
(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.