

CHRIST CONGREGATIONAL CHURCH

Silver Spring, MD

Special Congregational Meeting

January 29, 2017

12 Noon in the Sanctuary

OPENING

Call to Order

Gwen E. Garrison, Moderator, welcomed the Congregation of Christ Congregational Church (CCC), ensured all attendees had the handouts (Agenda with motions and the Interim Leadership Roster), and convened the Congregational Meeting at 12:03 pm.

Confirmation of Quorum

The Moderator declared a quorum for the meeting.

Appointment of Parliamentarian

The Moderator appointed Dan Pence as Parliamentarian.

Appointment of Tellers

The Moderator appointed David Bell and Aldene Ault as Tellers.

Prayer

Senior Pastor Matthew Braddock led the congregation in prayer.

Approval of Agenda

The Moderator asked for a motion to accept the Agenda for the Congregational Meeting. Motion made by Aldene Ault, seconded by Mary Pence, passed.

Description of the Process

The Moderator reminded the attendees of the nature of a congregational deliberative body. She observed that, despite several requests, current CCC procedures do not provide for proxy or mail-in ballots. She noted that the culture of CCC is to build consensus and strive for engagement even though that can slow down the process towards a decision. She shared that her experience with creating sustained organizational change argues for a sound process, engaged listening, and looking for a consensus of a common good. She noted that this deliberative congregational process is part of what makes CCC special.

PRESENTATION OF THE FIRST MOTION

The Moderator presented the First Motion:

To approve a partial suspension of the CCC Constitution and Bylaws and move into an interim governance model as described below:

Description of Partial Suspension

- Constitution Article X **Executive Council** (19 members or Officers)
- Constitution Article XI, Section 2 & Bylaws Article II, section 2 **Board of Christian Education** (12 members)
- Constitution Article XI, section 3 & Bylaws Article II, section 3 **Board of Church Life** (12 members)
- Constitution Article XI, section 4 & Bylaws Article II, section 4 **Board of Deacons** (22 members)
- Constitution Article XI, section 5 & Bylaws Article II, section 5 **Board of Outreach and Engagement** (12 members)
- Constitution Article XI, section 6 & Bylaws Article II, section 6 **Board of Social Witness** (16 members)
- Constitution Article XI, section 7 & Bylaws Article II, section 7 **Board of Stewardship** (15 members)
- Constitution Article XI, section 8 & Bylaws Article II, section 8 **Board of Trustees** (9 members)
- Constitution Article XIII **Nominating Process**

Description of Interim Governance Model

- **Coordinating Council consisting of members of Executive Council and Board of Trustees** (28 members or Officers)
- **Ministry Engagement Areas** described as Worship and the Arts, Mission and Outreach, Member Care and Formation (7 Coordinators and all previous Board members)
- **Administration Property and Finance Area** (9 members with support from 2 officers, Treasurer and Financial Officer)

All authorities and responsibilities of each suspended body will move into the interim governance model area(s) [,] to which the role is mapped [in] Releasing Us into Greater Ministry: Streamlining and Realigning Christ Congregational Church Governance Structure (January 2017)

After the Moderator made the First Motion, Bruce Strand seconded the motion.

In order to engage in the discussion on both the First and Second Motions, the Moderator appointed Tim Carrigan (Past-Moderator) as Acting Moderator to lead the meeting.

Gwen Garrison made a presentation to remind the Congregation how CCC had reached this point. She described key elements about the need for change:

- Recruiting/Nominating is hard
- Annual Stewardship Pledge isn't supporting us
- We need strategic support to reinvigorate our current ministries and make space for new ministries
- We need to have more fun and enjoy our life together

Gwen shared that this is no trivial matter and there has been a very deliberative process with a goal of everyone coming together in an institution that affirms our culture, values and mission of justice and peacemaking. Gwen reviewed the past studies of CCC governance, including the 2012 ministries and committees model. She presented CCC history mapped against a ministries lifecycle graphic to appreciate where CCC has been and where it is today: CCC incorporation documents, growth and maturity through the decades and CCC's current

fork in the road for renewal or decline. She shared that many faith communities have faced or now face a similar choice – even large evangelical churches are experiencing decline as people look for churches more focused on a deeper peace and justice mission. The choice of renewal or decay provides a good time to pause and think and reconnect with our values and mission.

Gwen then described the proposed Interim Governance Model with four ministries or Areas of Engagement (EAs) and a Coordinating Council (CC), with mission and vision at the core. That model is all supported by Administration Property and Finance (AP&F), which undergirds and is the foundation of CCC, begun by the original nine Trustees with a vision. She noted that as current boards are mapped into the new Areas of Engagement (EA) and AP&F, mature activities continue more efficiently and there is room for renewal and growth (example, greeters roster system is efficient but now can consider greater welcoming activities). Each of the Boards has been reviewing activities, mapping to new EAs and identifying gaps and opportunities for renewal. She noted that a key piece is bringing the Executive Council and Trustees together in the Coordinating Council, bringing strategy and vision together with financial and other resources instead of pinging issues between separate groups.

Gwen Garrison yielded the floor to Tim Carrigan.

Tim referenced the “CCC Interim Governance Feedback Form” distributed to the Congregation in the 1/26/17 “From Your Moderator” message and read the comment, submitted by an absent parishioner, from Steve Petersen:

I urge the approval of moving to the interim governance structure so that we may ultimately grow into a governance that is more streamlined overall. The model that has served us well for many decades is simply no longer viable in today's fast-paced society. We can no longer afford to plod through multi-layered approval processes (first this committee needs to approve it, then we need to wait until that board's next meeting to further approve it) for actions that can and should be taken quickly. Further, it is a great waste of resources to have people spending more time in meetings about doing things than they actually spend doing things. Thank you so much for listening to my message. ~ Steve P.

Tim then opened the floor for general discussion on the First Motion.

Tim recognized Dean Ripple, who observed that as CCC Treasurer he does a lot of emails and a lot of meetings but spends much more time in meetings than he does actually doing the accounting work. He believes that by spending so much time in meetings and on process, CCC loses sight of the big picture so whatever CCC can do to refocus on really strategic issues is key. Dean stated that he is very confident that the things that need to get done will still get done ... ushers, church school, payroll, etc. He compared the congregational decision at hand to getting married: one cannot plan for all the details but one can think about marrying the right person and sharing a big picture and know that the detailed chores and occasional mistakes will get ironed out.

Tim recognized Mary Stone, who asked for clarification about whether there is an end date or an anticipated end date to the motion.

Gwen said that, as she has shared at various listening sessions, when she has talked with other church moderators and pastors who have gone through this, most say it will take 18-24 months. They have stressed regular reporting back to the congregation, clarifications as the process continues, and celebrating successes along the way.

Tim recognized LJ Ingram. LJ asked about the new Mission and Outreach engagement area and how her internal and external work on Open and Affirming (O&A) issues would happen as it used to be linked to the Board of Social Witness. LJ asked whether she is empowered more by these governance changes or would have to report back more. LJ gave the example of facilitating a CCC group (with banner) marching in the 2016 DC Pride Parade and yet a member said that they only just learned of the new Potomac Association LGBT task force that LJ was asked to coordinate. LJ feels called to do O&A mission outside of CCC (invited by other churches to speak, Montgomery County Interfaith dialogue, Montgomery County Pride Center, Montgomery County Police Department community dialogue, starting an Interfaith Interracial LGBT Dialogue group). Question is: should LJ just do things in the name of Christ or engage CCC in more activities or ask for permission or what?

Gwen observed that CCC needs more robust communications. She noted that she has started a fledgling communications group that is experimenting with better use of channels and technology. She said the question is when can we each just be released to communicate about activities, or even just act as private citizens apart from CCC, and when are we speaking for or representing CCC. Basically, when the “brand” of CCC is invoked then the institution needs to be aware and comfortable. As we go forward we need much better clarity about when someone needs to ask and when they do not. She also observed that as CCC increases the amount of passion and energy focused on the external environment and relationships (example, Women’s March) part of the job of the Coordinating Council will be to monitor the members’ passion, engagement and fatigue levels.

Senior Pastor Matthew Braddock noted that the question is whether CCC will affirm the proposed activity as a CCC activity. He said the proposed changes are to get away from the scenario of a person with passion being bounced around committees and bureaucracy so long that they lose the passion. He said that the goal is to make it easier to navigate and to be clearer about when and how someone needs to ask and loop back, and have the Coordinating Council review annually what can be promoted or financed or what.

Tim Carrigan recognized Tom Ault. Tom stated that, overall, he supported the proposals and applauded the change. He expressed gratitude for all of the hard work that had brought the discussions to this point. He prays that the changes will help all of us do more of what God calls us to do. That said, Tom expressed concern about the proposal as it related to the Board of Trustees, where he has, over time, served 12 years. He stated that his concern over the lack of mechanical details may sound picky but that there are real legal and financial risks if CCC does not have the specific legal functions nailed down. For example, under existing procedures if the Board of Trustees decides to terminate an employee (non-called staff), that employee has a right of appeal to the Executive Council. If the Executive Council and Trustees just blend into a single Coordinating Council, Tom asked whether there is still a valid sustainable appeal process.

Gwen responded that much work is under way but the Coordinating Council will have to wrestle such issues to the ground as soon as possible. Many Trustees roles will function at the Administration Property and Finance level so a personnel appeal could still be to the Coordinating Council, for example, but this is about also pulling Trustees into the strategic work of the Coordinating Council. She noted that the language at the end of the First Motion about authorities and responsibilities following the roles is intended to minimize the risk of gaps while details are worked on. She also noted the team reviewed the CCC incorporation documents and Maryland law and how those are the same or different than states where other renewing churches operate. Meanwhile the current Trustees will remain as a functioning group within the new structure.

Tom Ault observed that it makes sense to pull Trustees more into the strategic work of CCC, which he regards as a structural shift, but remained concerned about doing a board suspension given the detailed operational issues.

Tim recognized Dave Ackerman. Dave stated that while he is sympathetic to Tom's concerns, as "one of the older members" Dave wanted to share a few thoughts. First, every organization has to change from time to time to stay vital and fresh. CCC has done this before over its 70 plus years which has resulted in re-energizing developments like the renovated church building – change can be good. Second, Dave is observing a third new generation of leadership emerging and they are excited about the possibilities in these proposals. Finally, Dave stated, he trusts the new generational leadership, who have acknowledged the remaining ambiguity in the governance model, and Dave encouraged everyone to give the leaders and the plans a chance.

Tim recognized Elaine Tiller, who raised a question about the size of the new Coordinating Council. She observed that with 29 people, the group might be too big to make decisions and execute plans. She also wondered about how people would get replaced over time.

Gwen referenced the Q&A's attached to her "From Your Moderator" message detailing five areas that she believes need to be tackled quickly. She anticipates that at the February 6th Coordinating Council meeting the large group will establish task groups to move this work forward.

- (1) Make sure all necessary business activities are covered by either CCC staff, members of the Coordinating Council and/or the Administration, Property and Finance Area.*
- (2) Establish interim success measures in all Engagement Areas and the Coordinating Council and create feedback cycles.*
- (3) Deliberate attention on visioning goals for 2017-18 for the Coordinating Council and Engagement Areas.*
- (4) Deliberate attention to Leadership development focused on recruitment and succession planning.*
- (5) Refine our Governance model into a sustainable size, key role description and lay leader job descriptions.*

Gwen noted that Larry Duff and Dean Ripple have been verifying the first item. Visions and goals will be visible during the Stewardship process and at the Annual Meeting in June. The succession planning and the right-sizing will be part of the work over the next several months as strengths and gaps are analyzed and addressed. Gwen gave as an example that although the Deacons' roles are going to multiple Engagement Areas, the Because We Care

program is considered so critical to who CCC is that Bob Brown agreed to step up at a Coordinator level in Member Care and on the Coordinating Council. Gwen stated that every moderator she spoke with at the other renewed churches shared that the beginning model was not their exact ending model due to experience and refinements, and so, for example, experience will inform CCC whether Trustees will stay combined or get pulled back out.

Tim Carrigan recognized Jackie Walters. Jackie posed two questions. First, while she understood the need for change, and the necessity of living into the ambiguity, she was concerned with the same issues raised by Tom Ault and asked why Trustees could not remain as their own board, and let them participate ex officio on the Coordinating Council if necessary, instead of giving them two jobs (both Coordinating Council and AP&F)? Her second question was whether suspending the nominating process would mean suspending the normal elections in June by approving the roster now.

Tim recognized Larry Duff, who addressed several comments. He noted to LJ that the faith community is a source of courage and energy to go out and many members do extensive things outside the walls of CCC. Larry liked Dean's second chance analogy and stated that while he too has angst about wanting more granularity and certainty he has even more angst about what happens if CCC does not change and about the sustainability of the current model. Larry noted Tom's example of personnel procedures but observed that the current ones do not work well and have to be reworked anyway and that routine financial matters continue. And, finally, he shared that the Executive Council and Trustees have already met as one group and while 28 people is a lot, discussion and decision-making worked well.

In answer to the Annual Meeting question, Gwen contemplates that the June Annual Meeting agenda will include (1) the 2017-18 Budget, (2) a nominating slate of key leadership positions (but not the old huge slate of people making a 3-year commitment); and (3) a feedback loop that not only provides a report on the year ending but also the mission, vision and planning going into the next year. John Malone has provided extensive framework and thinking on this, which will enable the work even though he has felt the need to step away for now. This will bring into one discussion both where CCC has been and where CCC is going and show how the plans, time and money go forward in sync. Gwen described the annual planning document that each Engagement Area would bring forward and shared an example from the First Congregational Church in Colorado Springs, CO. She suggested that this approach would enable more efficient execution of the known while leaving room for new things arising during the year. She expressed the hope that this improved sharing of information and direction would release people into the ministry to which their passion takes them.

Senior Pastor Matthew Braddock added his thoughts. He stated that there have been many discussions about the Trustees and there would be more. He stated that right now we would be entering an interim process to get to the Annual Meeting while we work through the many details and questions. He agreed that the Coordinating Council is a little "leaden" or bulky, but that he was concerned that the Congregation needs to live with the change process and was probably not able to go abruptly from the large roster to a small tight unicameral body. He noted that CCC is used to many people in many meetings and discussions and will need to become comfortable with the transparency and communication

as the elected leadership team evolves to something smaller. Down the road, he envisions a unicameral Coordinating Council on which members are also corporate officers of the church and serve as trustees, but he does not believe that CCC is ready to migrate in a single step. He noted that many churches and other religious groups have gone down this path before CCC and are in various stages of sorting out and streamlining. He is confident that CCC will not end up with a 28-member Council. Finally, he recognized the questions about mechanics and procedures but shared that other churches do these things in various other ways and this is an opportunity arrange processes to fit the current CCC world.

Dan Pence stated that he was uncomfortable with the First Motion as written in that it suspends the provisions indefinitely. He moved that the First Motion suspension be amended to insert the words “not to exceed 24 months” after the word “Bylaws”, giving CCC time to sort out the details but have a definite timeframe. Motion to amend the First Motion was seconded by G.K. Meier.

Tim Carrigan opened discussion on Dan’s motion to amend the First Motion.

Tim recognized Ron Rising, who asked whether the time frame stated near the end of the agenda applied only to the Second Motion or to both Motions. It was clarified that that only applied to the Leadership Roster, or Second Motion, and that Dan was moving to amend the First Motion.

Tim recognized G.K. Meier, who stated that he supported Dan’s amendment as a suspension by nature should be temporary but if it has no stated end date then it is in fact permanent. He stated that he thought there is too much missing detail about where stuff goes to make this permanent yet.

Tim Carrigan recognized Dayna Majarowitz. Dayna asked to call the question on Dan Pence’s motion to amend the First Motion. LJ Ingram seconded.

Tim Carrigan asked whether there was any objection to calling the question and, hearing none, asked the members to vote. He repeated the amendment (**bolded** insert) to the First Motion:

*To approve a partial suspension of the CCC Constitution and Bylaws, **not to exceed 24 months**, and move into an interim governance model as described below:*

Gwen Garrison noted that January 2019 would be the longest possible suspension but the Congregation could act sooner if desired.

Tim Carrigan requested an oral vote: Loud number in favor, one against and one abstention. Motion to amend the First Motion passed.

Tim Carrigan recognized Dayna Majarowitz on the main motion. Dayna moved to end discussion on the First Motion and have the Congregation vote. Neville Platt seconded the motion.

Tim opened discussion on the motion to end discussion on the First Motion. Tom Ault asked that the Congregation continue discussion, as he desired to speak again and offer an amendment. The Parliamentarian asked Dayna whether it was in fact her intention to vote on ending discussion, and she said “yes.” The Parliamentarian then advised the Acting Moderator that the body must proceed directly to a vote on the motion to call the question, with a 2/3 majority required to pass the motion. This would enable all members to decide whether they desired more time for discussion. A vote was taken, and the motion passed with 54 in favor, 26 opposed, and no abstentions. The vote on ending discussion passed.

Tim Carrigan called for the vote on the First Motion (as amended). Votes were sixty-six in favor, 3 opposed, and zero abstentions. The First Motion passed.

PRESENTATION OF THE SECOND MOTION

Tim Carrigan presented and moved the Second Motion; Betsy Thomas seconded.

To approve an interim Coordinating Council and Engagement Area Leadership Roster (see attachment). The interim period is in effect until the Annual Meeting in June 2017 when an interim governance report will be provided with any further action requested.

Tim Carrigan opened the Second Motion to discussion by the Congregation.

Tim recognized Sandi Zeese, who noted that the interim leadership roster has no people of color. She said that the Congregation should make a commitment to cultivate people of color as members and as leaders and that we need that representational perspective. She said that given the CCC covenants this gap is “stunning” and the Congregation should own it and seek to change it.

Tim recognized Dayna Majarowitz, who agreed with Sandy and noted only 10 women on the roster. Dayna asked whether there would be a way over coming months to add interested people to the Coordinating Council or was the number fixed. She noted that the Trustees will be meeting a lot more as there is much work to be done and will need as many hands on deck as possible.

Parliamentarian Pence noted that procedurally the motion is to approve a roster of names, not a number.

Gwen Garrison added that there are already examples of people shifting roles (Patty First) or stepping up (Bob Brown) and that would certainly continue over time as details get sorted out.

Tim Carrigan, seeing no objection, called for a vote on the question. The vote was fifty-one in favor, zero opposed, and 2 abstentions. The Second Motion passed.

ADJOURNMENT

Tim Carrigan returned the gavel to Gwen Garrison, Moderator, who asked for a motion to adjourn the congregational meeting. Motion was made by Jackie Walters, seconded by Betsy Thomas, motion passed and the meeting was adjourned at 1:35 pm.

Minutes respectfully submitted by Sarah Ingram, Church Clerk.

Attachment:

Leadership Roster presented to, and approved by, the Congregation

INTERIM LEADERSHIP ROSTER

Name	Role or Title Current Structure	Interim Leadership Position
Pastor Matt Braddock	Senior Minister and Member of Executive Council	Senior Minister and member of Coordinating Council
Kristen Brown	Chair of B. Christian Ed	Coordinator in Formation
Melissa Costa	Chair of B. Church Life	Coordinator in Member Care
Tim Carrigan	Past Moderator	Past Moderator to Coordinating Council
Judy Cox / At-Large	At-Large	Coordinator in Mission & Outreach
Matt Dinkel / At-Large	At-Large	At Large to Coordinating Council
Tom Doggett / Stewardship	Rep of B. Stewardship	At Large Member to Coordinating Council and Facilitator of 2017 Stewardship Campaign
Vacant	Communications Officer	At Large to Coordinating Council
Patty First	Chair of B. O&E	Coordinator in Mission & Outreach EA
Gwen Garrison	Moderator	Moderator to Coordinating Council
Susan Gray	Chair of B. Deacons	Coordinator in Worship & the Arts
Bob Brown		Coordinator in Member Care
Sarah Ingram	Clerk	Clerk to the Coordinating Council
David Main	Clerk of Roles	Clerk of the Rolls in Admin, Property and Finance
Vacant	Moderator -Elect	Moderator-Elect to Coordinating Council
Greg Muncill	Fin Sect	Fin Secretary in Admin, Property and Finance
Dean Ripple	Treasurer	Treasurer to Coordinating Council and to the Board

John Wack	At-Large	At Large to Coordinating Council
Scott Wales	Co-Chair of B. Social Witness	Coordinator in Mission & Outreach
Anne Weissenborn	Co-Chair of B. Social Witness, Auditor	Coordinator in Mission & Outreach
Larry Duff	Trustees	Chair of CCC Board and Coordinator in Administration Property and Finance as a CCC Trustee
John Potts	Trustees	Vice Chair of CCC Board, At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee
Bob Tiller	Trustees	Secretary of CCC Board, At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee
Chris Bublitz	Trustees	At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee
Doug Redmond	Trustees	At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee
Olen Stephens	Trustees	At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee
Steve Petersen	Trustees	At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee
Dayna Brown Majorowitz	Trustees	At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee
Marilyn Hall	Trustees	At Large to Coordinating Council and in Administration Property and Finance as a CCC Trustee