

**First Unitarian Society of Ithaca
Board of Trustee Meeting Minutes
August 15, 2023**

Fred Balfour (President) called the regular monthly meeting of the Board of Trustees (BoT) to order at 6:38 pm on Tuesday, August 15, 2023.

Trustees Present: Fred Balfour (President), Tom Coakley (Via Zoom), Valerie Graves (Clerk), Megan McCormick, Margaret Nichols (Vice President), Rene Rogers

Ex- Officio Members of the Board: Emily Richards

Trustees Absent: Don Barber

FUSIT Members & Guests: Michelle Waffner

Handouts:

Agenda Item 6:

-  Resolution: BoT Work Product Schedule & Assignment
-  Resolution- BoT Work Product v1.1 - Schedule & Assignment

Agenda Item 7:

-  Committee & Team Liaison Assignments: Aug. 15, 2023
-  Committees of the Board - 2023-24 (v1.3)

Agenda Item 8:

-  Newsletter Sign-Up for Trustees

Agenda Item 10:

-  Resolution To Define "Member" and "Congregant"

Agenda Item 11:

-  Autumn 2023 Goals
-  Autumn 2023 Goals v1.1

Agenda Item # 1: Welcome and Chalice Lighting

Fred Balfour lit the chalice and read a selection. The Trustees discussed options for viewing handouts and decided to use the zoom screen share for those online or invite members to access the documents on Google drive.

Agenda Item # 2: Congregational Communication Period

There were not any topics raised.

Agenda Item # 3: Changes to Agenda

There were no changes to the agenda.

Agenda Item #4: Consent Agenda

Consent agenda items:

- [W Treasurer's Report, August 2023.docx](#)
- [E DRAFT Board Meeting Minutes 07182023](#)

Motion: A motion was made by Valerie Graves and seconded by Megan McCormick to accept the consent agenda.

The motion passed.

Agenda Item #5: Visioning Question

The Board reflected on the board retreat:

- The retreat included lots of good ideas, but it is not clear how to execute them.
- I would like to revisit culture and identity - they are rich topics and areas where we have room to change and broaden our appeal to the world.
- The challenge will be to break things into workable chunks so that we are not overwhelmed since we are looking at some big picture topics.
- In a past experience with a capital campaign, the consultant broke things into little pieces - people are often willing to help when the amount requested is manageable.
- What is the thing that we are trying to break down? What are the things we are trying to do this year?

Response: We want to think about a diversified income stream, which is challenging in a church setting where money and marketing are uncomfortable.

- Use the term communication rather than marketing, and maybe funding rather than income/money.
 - For the autumn goals, there are two versions of the document. There is some clarity in the edited version about what is a board function versus a ministry function.
- Response: Autumn goals are on the agenda. The input from board members was incorporated into the edited version.

- One question is how to get more people working on hospitality teams each week.

Response: But that does require individuals asking others to help.

Response: The hospitality team leader uses breeze. Those on Breeze can elect to not be on a team. It has been hard to get enough people - There are 10-20 who can be there all the time. Maybe instead, we could ask for 2 Sundays a year. We need to think about how to break things down into small chunks that are workable for people.

- From a Board perspective, we need to look at the big picture of how to adjust the culture rather than get involved in the details - hospitality is part of ministry.
- We need to create structures that make volunteering easy.
- We need to change the message and culture to encourage volunteering.
- We need to have a clear mission, vision, and sense of what we are trying to shift into. But we haven't nailed that down. We haven't honed in on what we are going to give the teams for a vision.
- We should start thinking about the "why" and not the "what" - because of the struggles of the last few years, there has been a lot of focus on the "what".
- Also has been a lot of focus on the "how" as well. How to make things happen.
- Who decides the unified message? Is it board meetings, or subset of board that does that?
- We have a mission statement and a vision of ministry that have been shared. We need to decide if we are going to run with those or change them.
- Some of the other statements could be refreshed - like the vision statement on the website.

Response: It would usually be an ad hoc committee that would work on the vision and mission.

- The discussion could also be brought to the Team Leadership Council (TLC).
- Maybe this is our first open question for the year to reach out to the congregation to get input as to why people come here.
- Even as a true research project, that will give us information but we could also get more demographics of the person who is asked the question, which might help us target communication.
- How would we break down demographics?

Response: Congregants could scan a QR code, and fill out their age range, parental status, income.. etc.

- We could ask people how many hours a week they envision being able to give?
Response: Maybe instead of what time they can give, we could ask how many hours they see themselves participating with FUSIT activities. Giving and receiving are both spiritually fruitful.
- There was an activity with a QR code that asked what FUSIT means to you - a word cloud was created and that was done during a service.
- We need to also focus on what we are giving, not just what we need from people - people are more likely to contribute where they are feeling taken care of or cared about.
- At my father's memorial service, a man told a story of how his father invited him to the Unitarian church - he came and saw my father at coffee hour and thanked him. My father

said “You think it has added a lot to your life, but what you really want to do is be on the Board.” So he joins the board and thanks him (he was skeptical). He says “If you think the Board is great, get involved in RE.” That was a bit too much but the man found other things within the church he could do. There was a later time when a desperate RE director said we won’t have a program without teachers. I spoke to the RE director, told them the story, and they were dismissive - too busy to talk or listen. In short we need to feel good about asking and it needs to be a two way conversation that includes listening to others.

- Small groups have done community service - a perfect example of the payoff in volunteering.
- Is there a way that we can, on an individual level, see and hear people to ask what their needs are.

Next month the board visioning question will be: “How to have a two way conversation with congregants.”

Agenda Item # 6: Board Work Products and Proposed Annual Schedule

The board reviewed the document “Resolution- BoT Work Product v1.1 - Schedule & Assignment”

Discussion:

- Will there be a document for board members to sign regarding any conflict of interest?
Response: Yes, the board will fill out a form so it is in writing as required. If there are no conflicts of interest, they can still sign off with the form.

Action Item:

Valerie Graves will contact Fred Balfour for the conflict of interest form, distribute to board members, and collect forms.

- The board should have a list of open questions ready for the next board meeting and will need to work with MVT.
- In the past, the board worked on the fall Open Questions in the fall and then worked on the winter/spring Open Questions early in the new year.
- Regarding the Budget, the board members should review the budget versus actual expenses monthly or at least quarterly. It is helpful to keep track of important line items.
- Maybe the board members could be given a copy every month and it could be formally reviewed quarterly.
- The board could ask that the Treasurer come every 2-3 months to review the budget with us, or we could ask for him to come monthly.

Response: His condition for being treasurer was not having to come to meetings every month.

- Tom Coakley is willing to be the liaison with the finance committee so that will help as well. Don Barber will serve on the Operations and Administrative Team (OAT) and Fred Balfour will serve on the Endowment committee, so the board will get lots of information.

Action item:

Fred Balfour will talk to Walt Peck about meetings he can come to, even if only over zoom.

- Walt expressed that he is willing to come to the board meetings but not as a full board member with all the responsibilities. Coming to meetings for a short time each month may be possible for him.
- There are more work products to review, so all members should take a look at this again, make comments and come up with a version to approve at the next board meeting.

Action item:

All board members agree to read the board work products and proposed schedule, make comments and edits in preparation for a vote.

Agenda Item #7: Board Committees and Liaisons

According to board bylaws, the board needs to confirm all the board committee chairs and board committee members, and we also need to know who the liaisons will be. The chart: "Committees of the Board - 2023-24 (v1.3)" was reviewed.

Discussion:

- Does the liaison need to attend every meeting of the personnel committee? Megan McCormick is the liaison and will make her best effort to attend monthly. They meet every two weeks.

Response: Personnel had a lot to do because the manual needed updating. Once that is done, the workload will drop. John Gaines left the committee.

- The personnel committee has to have one member that is a board member.
- It is a question of function - the liaison is not doing the work of the committee, just serving as liaison to make sure the communication is good.

Action Item:

Megan McCormick will ask about whether she can be a member of personnel without going to all the meetings and report the response back to the board.

There was further review of the document: MVT and OAT are included in the chart, but they are teams and the Board is not confirming the members at this time, just making sure the liaison

assignment is clear. There may soon be an ad hoc committee for the Strategic plan process included as well.

- The strategic plan will begin based on past research from Angela Zhang.

Motion: A motion was made by Fred Balfour and seconded by Margaret Nichols to confirm the Endowment, Finance, Governance, Personnel committees membership, chairs, and liaisons.
The motion passed.

Agenda Item # 8: Monthly Newsletter Sign Up

The first newsletter article is due tomorrow and Fred Balfour will write an article. Several board members volunteered for other newsletter articles.

Action Items:

Fred Balfour will write a piece for tomorrow to be included in the September newsletter. All board members will sign up for at least one newsletter article.

Agenda Item # 9: Discussion of Slack and Google Drive

The board reflected on how Slack and Google drive are working for communication and discussion. Some of the issues of Slack were raised, such as not getting notifications. Members were asked how they access the google drive folder. There is a google suite that can be downloaded, but that might be more than some people want. The suite makes Google Drive look like part of the main drive. Board members were asked about the tech support they need related to Slack and Google Drive.

Discussion:

- It will be easy if I sit down with someone in person and figure out how to use them.
- Maybe we could have a tech support session before the next Board meeting.
- We could do a zoom screen share as well if the tech support is not in person.
- Michelle Waffner has offered help to congregants and three people came for help.

Action item:

All board members should send Valerie Graves their questions and difficulties with Slack and Google Drive so a targeted technology support meeting can be planned.

- If members want to share documents, they need to be on Google drive, because items on Slack are deleted after 90 days.
- It is likely possible on google drive to make documents un-downloadable.

- Congregants had access to discussion and consent agenda and that has stopped. But what does that mean for Board minutes handouts? Congregants should probably have access.
- Is it possible for board minutes to be accessible to congregants without letting congregants into the board folders on google drive?
- Is there stuff that the congregation shouldn't see in board meeting minutes? Most things being discussed are appropriate to be transparent with.
- A topic to decide upon is where to put documents that the Board will discuss where they will not be available to congregants - on confidential issues. And somewhere other than Slack where they will disappear with time.

Action item:

Fred Balfour, Michelle Waffner, and Valerie Graves will discuss access to Google Drive.

Agenda Item # 10: Approve Resolution Defining “Members”

The resolution was read through and was related to discussions happening over the last year around memorial services and weddings.

Motion: A motion was made by Fred Balfour and seconded by Valerie Graves to approve the resolution defining “Members”.

The motion passed.

Agenda Item # 11: Define and Adopt Autumn 2023 Goals

Autumn 2023 Goals v1.1 was reviewed.

Discussion:

- Goal number three is not defined or actionable. It should be removed.
- The goal is for the strategic plan sub parts to be assigned and to begin working on them by December.
- Can we remove the winter open question?
Response: It is fine to do whatever has worked for the past two years.
- The church year splits at the end of January, but often holidays are the split that people recognize.

Motion: A motion was made by Fred Balfour and seconded by Megan McCormick to accept goals 1,2,4,5, and 6 with the edits in red accepted and with the removal of the winter open questions as a fall goal.

The motion passed.

Agenda Item # : Closing Words

- Reminder for Sundae Sunday - Board members should come and scoop ice cream!
- Can outside people be on the Board to bring diverse voices to the church? Most organizations welcome non-members on the Board. But faith-based communities often require membership. So could have the interested person sign the membership book or join as ex-officio. Anyone can come to meetings as a member of the public. It is good to think about diversity, our goals, and getting outside our walls.

Meeting adjourned at 8:10pm.

Minutes taken by Valerie Graves, 8/15/2023.

Resolutions and handouts:

Handouts:

Agenda Item 6:

Resolution: BoT Work Product Schedule & Assignment

Whereas the Board Policy Book Sections 1.1.1 and 1.1.2 specify a set of Board Work Products; now, therefore, be it

Resolved: That the Board adopts the work product schedule for the 2023-2024 Society year as stated in document "Resolution: BoT Work Product Schedule & Assignment" dated August 1, 2023.

Work Product	Source	Date to complete	Trustee Facilitator
The Trustees ... shall annually choose a President, a Vice-President, and a Clerk. They shall also choose, but not necessarily from their number, a Treasurer.	Bylaws Art IV, Sect 4	July 2023 Bd Mtg	????

Work Product	Source	Date to complete	Trustee Facilitator
Conflict-of-interest Disclosure: The board will annually require its members to disclose in writing all existing or foreseeable conflicts of interest.	BPB 1.4.2.2	Sept 2023 Next year July 2023	Clerk
Chairpersons of these [board standing] committees shall be empowered by the President of the Board and then confirmed by the Board as soon after the Annual Meeting as is practical. Chairpersons of Standing Committees shall be members of the Society	Bylaws Art IX	Aug. 2023 Next year July 2024.	Chair
Produce & Adopt an annual short list of Open Questions [for 2023-24] about the Society's future as a basis for ongoing planning conversation in the board, with the minister and staff, and with the congregation at large.	BPB 1.1.1	Sept. 2023 Bd Mtg (next year in July '24)	Emily
The Board shall conduct the financial operations of the Society in accordance with the budget approved at the Annual Meeting. [In essence: Review quarterly Budget vs Actual for current fiscal year.]	Bylaws Art. IV Sect. 9	Sept. '23 Dec. '23 Mar. '24 Jun. '24	???
Produce and adopt an annual Vision of Ministry [for 2024-25] consisting of a short list of top priority areas ... as a starting point for budgeting and staff planning.	BPB 1.1.1	Jan. 2024 Bd Mtg	???
Produce and adopt a Mission Statement, to be updated as needed, that articulates the Society's purpose and related statements (vision, values and a tagline) to communicate the reasons for the Society's work.	BPB 1.1.2	Feb 2024 Bd Mtg.	???
Review the Annual Operating Budget and Capital Budget created by the Budget Team, align the Vision of Ministry with the Annual Operating Budget and present ...at the annual meeting.	BPB 1.1.1	May 2024 Bd Mtg	Finance Committee & BoT
Produce and adopt an annual Ministry Evaluation of the Society's success, or difficulties in achieving prior year's VOM [In essence, the VOM for 2023-2024]	BPB 1.1.1	Jun. 2024 Bd Mtg Apr or May 2024	???

Work Product	Source	Date to complete	Trustee Facilitator
Produce an annual, mutual Performance Evaluation of the minister's and board's effectiveness in their respective roles	BPB 1.1.1	Jun. 2024 Bd Mtg.	???
Produce and adopt a five-year Strategic Plan to be updated every 3 years, consisting of a short list of the most important results the board intends to achieve through the Society's ministry and strategic choices ... (regarding program, membership, capital and operating budgets and staffing ...)	BPB 1.1.2	June 2024 Bd Mtg.	Bd Committees plus MVT, OAT, and staff.
The Board shall establish and maintain a comprehensive Board Policy Book. [In essence, review current version.]	Bylaws Art IV, Sect 8	June 2024 Bd Mtg	GovCo, Personnel, other?
Produce and adopt a Triennial Evaluation of the minister's performance in their wider pastoral role.	BPB 1.1.2	June 2025 Bd Mtg	Ad Hoc Review committee.

F. Balfour
August 1, 2023

Resolution: BoT Work Product v1.1 - Schedule & Assignment

Whereas the Board Policy Book Sections 1.1.1 and 1.1.2 specify a set of Board Work Products; now, therefore, be it

Resolved: That the Board adopts the work product schedule for the 2023-2024 Society year as stated in document "Resolution: BoT Work Product v1.1 - Schedule & Assignment" dated August 15, 2023.

Work Product	Source	Date to complete	Trustee Facilitator
The Trustees ... shall annually choose a President, a	Bylaws	July 2023	????

Work Product	Source	Date to complete	Trustee Facilitator
Vice-President, and a Clerk. They shall also choose, but not necessarily from their number, a Treasurer.	Art IV, Sect 4	Bd Mtg	
Conflict-of-interest Disclosure: The board will annually require its members to disclose in writing all existing or foreseeable conflicts of interest.	BPB 1.4.2.2	Sept 2023 Next year July 2023	Clerk
Chairpersons of these [board standing] committees shall be empowered by the President of the Board and then confirmed by the Board as soon after the Annual Meeting as is practical. Chairpersons of Standing Committees shall be members of the Society ...	Bylaws Art IX	Aug. 2023 Next year July 2024.	Chair
Collaborate with MVT to produce & adopt an annual short list of Open Questions [for 2023-24] about the Society's future as a basis for ongoing planning conversation in the board, with the minister and staff, and with the congregation at large.	BPB 1.1.1	Sept. 2023 Bd Mtg (next year in July '24)	Emily
The Board shall conduct the financial operations of the Society in accordance with the budget approved at the Annual Meeting. [In essence: Review quarterly Budget vs Actual for current fiscal year.]	Bylaws Art. IV Sect. 9	Sept. '23 Dec. '23 Mar. '24 Jun. '24	???
Collaborate with MVT within the budget setting process to produce and adopt an annual Vision of Ministry [for 2024-25] consisting of a short list of top priority areas ... as a starting point for budgeting and staff planning.	BPB 1.1.1	April. 2024 Bd Mtg	???
Produce and adopt a Continually be aware of Open Questions, congregation input and Deep Questions vis-a-vis our Mission Statement and VoM. Both the Mission and the VoM need to articulate , to be updated as needed, that articulates the Society's purpose and related statements (vision, values and a tagline) to communicate the reasons for the Society's work.	BPB 1.1.2	Feb-2024 Bd Mtg. Throughout the year	???

Work Product	Source	Date to complete	Trustee Facilitator
Review the Annual Operating Budget and Capital Budget created by the Budget Team, align the Vision of Ministry with the Annual Operating Budget and present ...at the annual meeting.	BPB 1.1.1	May 2024 Bd Mtg	Finance Committee & BoT
Produce and adopt an annual Ministry Evaluation of the Society's success, or difficulties in achieving prior year's VOM. (Before the Annual Meeting.) [In essence, the VOM for 2023-2024]	BPB 1.1.1	Jun. 2024 Bd Mtg. Apr or May 2024	???
Produce an annual, mutual Performance Evaluation of the minister's and board's effectiveness in their respective roles	BPB 1.1.1	Jun. 2024 Bd Mtg.	???
Produce and adopt a five-year Strategic Plan to be updated every 3 years, consisting of a short list of the most important results the board intends to achieve through the Society's ministry and strategic choices ... (regarding program, membership, capital and operating budgets and staffing ...)	BPB 1.1.2	June 2024 Bd Mtg.	Bd Committees plus MVT, OAT, and staff.
The Board shall establish and maintain a comprehensive Board Policy Book. [In essence, review current version.]	Bylaws Art IV, Sect 8	June 2024 Bd Mtg Dec. 2023 BoT Mtg.	GovCo, Personnel, other?
(Since we have no minister, this work product is not required.) Produce and adopt a Triennial Evaluation of the minister's performance in their wider pastoral role.	BPB 1.1.2	June 2025 Bd Mtg	Ad Hoc Review committee.

F. Balfour
August 15, 2023

Agenda Item 7:

Committee & Team Liaison Assignments

Whereas the Bylaws, in Article IX, state: “Chairpersons of these [board standing] committees shall be empowered by the President of the Board and then confirmed by the Board as soon after the Annual Meeting as is practical. Chairpersons of Standing Committees shall be members of the Society; therefore, be it

Resolved that the Board of Trustees confirms the committee chairs listed in the document entitled “Committee & Team Liaison Assignments: Aug. 15, 2023”.

Committees	Chair for 2023-24	Liaison
Communications (ad hoc)	Empty	???
Endowment & Investment Committee	Richard Dolge	Fred Balfour (Trustee)
Finance Committee	Nathan Fawcett	Fred Balfour (Trustee)
Governance Committee	Laura Free	Don Barber
Nominating Committee	Empty	???
Personnel Committee	Jenna Rosenberg	Megan McCormick
Stewardship Committee	Matt Hare	Tom Coakley
Teams		
Buildings & Grounds Team	Sara Catterall	????
Congregational Life Team; Programming (Essentially Staff)	????	????
Ministry Visioning Team	????	Emily Richards
Organization & Administrative Team	????	Don Barber
Outreach & Engagement Team	????	????

Committees & Teams of the Board - 2023-24 (v1.3)

----- Board Committees -----> <-----
 -----Teams & Strategic Plan ----->

N.B. Bylaws Defns below	Communications (ad hoc)	Endowment & Investment Committee	Finance Committee	Governance Committee	Personnel Committee		Ministry Visioning Team	Ops and Admin. (OATs)	Strategic Plan: "Dream Catcher". Form ad hoc?
BoT Confirmed as per Bylaws		Aug. 15, 2023	Aug. 15, 2023	Aug. 15, 2023	Aug. 15, 2023		Not Applicable	Not Applicable	Not Applicable
Chair	????	Dolge, Rich	Fawcett, Nathan	Laura Free	Rosenberg, Jenna		Leaderful	Leaderful	N.A.
Board Rep or Liaison		Fred Balfour BoT Member	Tom Coakley BoT Member	Barber, Don (BoT Member)	McCormick, M (BoT Member)		Emily Richards (Ex Officio on Board)	Don Barber (BoT Member)	Rene Rogers Margaret N. Don Barber
Member		Fawcett, N.	Dolge, Rich	Grover, Scott	Emerick, C.		Kawolski, J.	Barber, Don	
Member		Jordan, Patrick Endow Treasurer	Jordan, Patrick	Kurtz, Dick	Murphy, Susan		Miller, Nancy	Howe, Rod	
Member			Peck, Walt; Treasurer	Wennberg, Jens			Rakow, Don	Kurtz, Dick	
Member			Wennberg, Jens				Richards, E.	Waffner, M.	
Member			Catterall, S. B&G Ex-Officio				Shortall, Janet		
Member			Hare, Matt, Ex-Officio Stewardship						

Endowment and Investment Make-up: (Bylaws Nov. 23, 2019; Article IX: Section 2.1)

This committee's membership must be confirmed annually by the Board and shall consist of at least three members, one of whom will be a member of the Board.

Finance Committee Make-up. (Bylaws Nov. 23, 2019; Article IX; SECTION 2.2)

This committee's membership must be confirmed annually by the Board and shall include a member of the Board and the treasurer.

Governance Committee. (Board Resolution Creating a Governance Committee - Draft 08/16/202)

GOVCO is advisory to the Board. Its members and Chair are appointed by the Board. GOVCO may consult with others outside the committee, including the minister, staff and lay leaders, members and friends, professional persons, and the UUA and its regional bodies.

Personnel Committee Make-up. (Bylaws Nov. 23, 2019; Article IX; Section 2.4)

... This committee's membership must be confirmed annually by the Board and at least one member of this committee shall be a member of the Board.

Agenda Item 8:

Newsletter Sign-Up for Trustees

Board Column for the newsletter "Ithaca UU Connections"		
Newsletter Deadline 2023-24 9am on date indicated	Trustee	Potential Topic? Optional
August 16 for September	Balfour	Focus on Strategic Plan
September 20 for October	Megan	
18 October for November	Coakley	

15 November for December	Valerie	
20 December for January	Barber	
17 January for February	Margaret	
21 February for March		
20 March for April		
17 April for May		
15 May for June		
June 19? Summer		

Agenda Item 10:

Resolution To Define “Member” and “Congregant”

Whereas the Board of Trustees (BoT) reviewed a draft policy for building rental and memorial services during the December 21, 2022 meeting. The draft included two footnotes. The first specified that active Society members will not be expected to pay building rental or a ministerial fee for a wedding, child dedication, memorial service or funeral. The second footnote defined a Society member;

Whereas the BoT did not vote to adopt the definition of a Society member at that meeting; now, therefore, be it

Resolved, that the Board of Trustees hereby adopts the following definitions of member, congregant, and member of record:

- (a) Member is an individual who has signed the membership book and has been currently active in the past 10 years (pledging annually, volunteering on a team, etc.);
- (b) Congregant is an individual who is an active congregant, i.e. who has not signed the book, but is active in pledging, volunteering time and energy);
- (c) Member of Record is a long-time member who signed the book and may have been a board member, committee chair, team leader, but has not been active/engaged in the past several years.

Fred Balfour
Aug. 2, 2023

Agenda Item 11:

Autumn 2023 Goals

1. Establish regular financial review (Budget, Actual, Deviation)
2. Assign strategic plan sub-sections (Finance, RE, Programs, Rent, Membership, Staffing, etc)
3. Integrate items from the BoT Retreat on Aug. 12.
4. Adopt amended Board Policy Book
5. Define Fall and Winter Open Question and Leadership to Engage Congregation.

Autumn 2023 Goals v1.1

1. Establish regular financial review (Budget, Actual, Deviation)

2. Assign strategic plan sub-sections (Finance Plan, **Volunteer Engagement, Spiritual Leadership, our broader community role** ~~RE, Programs, Rent, Membership, Staffing, etc.~~)
 3. Integrate items from the BoT Retreat on Aug. 12.
 4. Adopt amended Board Policy Book
 5. Define Fall and Winter Open Questions and Leadership to Engage Congregation.
 6. **Establish a Board ad Hoc committee to mold the Dream Catcher information into a set of congregational aspirations suitable for a strategic plan.**
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