

**Minutes**  
**North United Methodist Church**  
**BOARD OF DIRECTORS MEETING**  
**Wednesday, January 28, 2015**

**Members**

Todd Daniels-Howell, Chair	John Drake, Treasurer
Shannon Priddy, Vice Chair	Eric Galloway (MC/LL)
James Hamstra (SPRC)	Margaret Mayo (AL)
Nick Tumminello (Finance)	Sarah Moore (AL)
Linda McClain (LL to AC)	Bill Groth (AL)
Mark Grove, Secretary	Kathleen Custer, LL
	Lee Tumminello (Trustees)

**Ex Officio**

Darren Cushman Wood

1. Pastor Darren led the group in an opening prayer.
2. The minutes of the December 17<sup>th</sup>, 2014 meeting were approved (Bill/John)
3. Vote on SPRC chair successor (Kathleen)
  - After five years on SPRC, James is stepping down as chair effective with the end of the February Board of Directors meeting. While electing the head of SPRC ordinarily would occur at a Charge Conference, due to the timing of this vacancy, the Board makes the appointment.
  - Jim McDonald was nominated by Lay Leadership to assume the SPRC chair and the Board elected him with a unanimous vote. Jim will assume his new role upon the effective date of James' resignation, but no later than February 25<sup>th</sup>.
4. Budget review (Nick)

**2014**

- As of the end of 2014, North had \$1,263,116 in revenue and \$1,309,920 in expenses.
  - Expenses for the year exceeded revenue by \$46,803.
- **Revenue** was below budget by \$100,025. This is primarily due to only collecting payment of 89% of the amount the congregation pledged—that is, \$111,000 in pledges were not paid.
  - We used \$51,000 in an undesignated bequest toward balancing the budget.
  - The 2014 budget had not been discounted for the anticipated pledge fulfillment rate. This adjustment was made for the 2015 budget.
    - If we had included the usual 10% discount for 2014, the actual revenue actually finished pretty close to our results.
  - We seem to be reaching some stability with our ability to predict actual income. With attendance increasing (see below), we may have reached greater equilibrium in balancing the budget.

- Though payments on pledges came in below budget, on a positive note, we collected \$208,010 in donations that came from people who had not pledged. This was \$28,000 *more* than budgeted.
  - Darren noted that he plans to track how much non-member donations move to pledges.
- **Expenses** were well below budget by \$53,221.
  - This was the result of tight expense control and primarily the result of savings in compensation and benefits there finished \$60,000 below budget.
  - Expenses for building and grounds were \$11,800 over budget.

## **2015**

- The 2015 Stewardship Campaign finished with just over \$1 million in pledges, about \$40,000-50,000 less than last year; still edging down. \$26,000-36,000 of this decline was the result of three major donors who did not return for 2015.
  - Darren added that new members typically don't become major donors upon joining a new congregation immediately unless they were already such a donor elsewhere.
- We will be in a better position to track income and expenses over the course of 2015 than was possible in the past.
  - Where appropriate, the Finance Committee has identified seasonal factors for each line. Revenue was adjusted by when it comes in (1<sup>st</sup> and 4<sup>th</sup> quarters being the highest). Similarly, expenses that occur on a fairly predictable calendar have been accounted for in the budget, such as heating and cooling and the cost of the annual audit.
    - Such adjustments were often made mentally by someone reading a monthly report in previous years while keeping the *actual* budget line constant for the twelve months. The new approach will make it easier to track month-by-month and quarter-by-quarter. These and other budget holders should also be useful in keeping spending on track.
- *A Forum for Understanding on Church Finances* is scheduled for February 8<sup>th</sup> during the Sunday School hour. This will provide additional information to the congregation on the 2015 budget.

## 5. Committee/Board/Senior Pastor Reports

- Trustees (Lee)
  - The Trustees have two new members for 2015.
  - We are facing some major repairs. The boiler and air conditioners are being looked at as well as repairs/rehab of the kitchen in the Community Room. Joel has gotten some estimates and will be talking with Albie Marco, our new Financial Consultant regarding payment options.
    - The heating system that is recommended for installation is pricy, but would save money on monthly bills. We are looking to see if we might install it in phases as a way of managing the up-front cost.

- Camden Design is repairing two stained glass windows that needed the most work. This will also allow us to see first-hand the quality of their work. A sign explaining the project and overall cost is in the Narthex.
- The Board discussed some additional funding models, such as soliciting support/sponsorship for individual projects. For example the full stained glass project would cost approximately \$600,000. Members agreed this is an option, but that it would require careful coordination in any outreach efforts to possible donors.
- The Trustees are also reviewing North's insurance coverage.
- SPRC (James)
  - Albie Marco has been appointed as a Financial Consultant for North. Put best practices in place
  - Danyelle's seeking reappointment was announced on Sunday. We will be discussing possible departure dates with her in February.
  - February 11<sup>th</sup> SPRC will host an appreciation lunch for the staff.
  - The search for the new Minister for Children will begin soon. The position description is being reviewed.
  - We have implemented some reductions in child care staffing to help address the budget shortfall. On a related note, North might encourage more committees to meet on the same night(s) with a goal of reducing the number of hours the building needs to be opened and staffed by security.
  - Looking ahead to 2015, a number of tasks are on the SPRC review/action list, including updating the staff manual and doing some additional research in health insurance options for the staff. We still need assistance with the latter.
  - James asked for the board's prayers for Jim McDonald as he assumes leadership of SPRC.
- Ministries Council (Eric)
  - No report
- Lay Leadership (Kathleen)
  - In recent weeks Lay Leadership was busy
    - Sponsoring the Celebration of Ministries
    - Filling the chairs for all committees
    - Hosting the January 27<sup>th</sup> orientation for new leaders.
  - New and continuing North members involved in church committees were recognized at the January 25<sup>th</sup> services.
  - Nick expressed appreciation for four new members being identified for the Finance Committee.
- Finance/Stewardship (Nick)
  - We have reviewed North's new members over the last several years in terms of their pledging and giving.

- In the second year of membership the pledge generally goes up, but then levels off.
    - We have been taking in members who are not pledging, but may be making non-pledged donations (which, as noted above, were over budget for 2014). We also face issues of retention of members.
    - Messaging around stewardship has been more explicit in 2014 and, we believe, more successful given the number of members who increased their pledges. Unfortunately, we did not gain any additional major donors this year to replace the three we recently lost.
  - Mindful of the above and following the budgetary forecasts made last fall, Doshia Stewart of the Finance Committee led a small group of its members to help identify and frame a number of larger issues for review and action by the Board. These include programming, membership, finance, etc. and the importance of developing a strategy that will increase both pledges and revenue. This likely will involved engaging the congregation in a deeper conversation regarding the meaning of membership.
- Senior Pastor (Darren)
  - Long Range Plan 2014 Goals Assessment *see summary attached below*
    - Overall we have been on target. There were some delays due to the timing of getting Eric on board, but we are now making progress on those goals.
    - At the January 27<sup>th</sup> leadership orientation for chairs, we looked briefly at 2015 goals.
    - Darren told members that he regularly reviews the plan's goals with staff members individually and in staff meetings for the various ministry areas.
    - We know that as a result of budget planning, North won't meet the plan's goal of our church tithe at 100% for 2015.
    - In response to a question regarding whether North should adopt a "rolling" long-range plan, Darren noted that the current plan is *developmental* rather than *strategic*. He added that with the creation of an *ad hoc* Task Force to address methods of increasing revenue, the question of moving into a strategic planning process likely should wait until the Task Force completes its work.
  - The Lenten theme this year is *Generosity*. In his sermons, Darren will attempt to put this into a deeper context, such as living a life of generosity.
  - Darren told members that with the budgetary changes affecting child care noted above, that he has provided a consistent message to Pastor Danyelle and to the Chair of Children's Council: try to make the budget work, but if it looks like it will impinge on core ministries, we may be able to revisit the issue. It probably will take a year to figure out our best practice and what is possible.
  - We will be working with the Children's and Youth Councils thorough the Ministries Council regarding a possible redrafting of North's [Child and Youth Protection Policy](#), last updated in April 2012.

### Budget matters

- James expressed a desire that members of the Board are given the budgetary information necessary to acquire a better understanding of North's operating costs and developing a workable capital figure.
- There are a number of programmatic activities that might be funded from the endowment, with the result of reducing our operating costs.
  - One example might be finding endowed support for members of the quartet (*adopt a tenor*).
- Lee raised a similar endowment-funding model that may be appropriate for some capital projects, such as looking at our current operating expenses in heating/cooling that might be reduced by moving up acquisition of a new boiler. She has asked Joel O'Neill to look at possibilities for funding.
  - Another example is a model that the Green Team is considering through which a North member might *adopt a light* by paying for the change over to LED technology, thus reducing ongoing expenses. The Green Team is working with Joel on this possibility.
  - As noted above, repair of the church's stained glass also may be a candidate for sponsorship through an endowment gift.
- Darren added that there is a related effort to get a better handle on funding available for PM & E.

### Land development

- We have started conversations with potential partners for services that could be provided in conjunction with the proposed Illinois Street Development. Members were reminded that we are framing programming for the affordable housing residents around *early childhood development*. Meetings included:
  - **Nurse-Family Partnership** which focuses on families with their first child (Nursing and 1<sup>st</sup> time mothers). Parenting skills, reading etc. Working with this group would also bring Goodwill in as a major partner with its additional services.
  - **Coburn Place**. Their most pressing need is expanding transitional housing. We might be able to help with post-transitional housing.
  - **East 10<sup>th</sup> UMC** and possible sharing of the *Minister of Children and Families* position. We are looking at this with SPRC with a model that may be three-quarter time position and North and one-quarter with East 10<sup>th</sup>. We also are exploring possible weekday children's ministry on-site at North provided by East 10<sup>th</sup>.
    - We have started advertising the *Minister of Children and Families* position by planning visits to a number of seminaries, including four seminaries that offer an early childhood Christian Education. We are also in contact with CTS and doing other networking to help get the word out.
  - For more details on this model and descriptions of possible partners see pages 5-7 of the Board's [December 2014 minutes](#))

- We recently met with the developer regarding letter of application for 9% tax credit round due in late March.
  - The Board will review the letter in February, but the final decision on formal disposal of property would not be necessary before the latter part of 2015. This allows more time for consultation with the membership.
  - The developer noted that the programmatic component of the development is what helps make the case for the tax credit.
- *A Forum for Understanding* March 22 to present a vision of the proposed development, including a workforce development component. One key focus will be how this fits with our Methodist heritage.
- Consultations between the Flower Shop owner and IDEM regarding possible remediation requirements continue.

6. Worship attendance

- Attendance was higher in both the monthly and weekly averages for any year since 2009.
- The 2014 weekly average exceeded 2013 in each of the last seven months of the year.

7. Executive Session

- Todd clarified that following the steps outlined in the *Book of Discipline*, the Board would only go into Executive Session if there is a specific request from a member to do so confirmed by a board vote. In future we will leave a placeholder for a possible Executive Session on the agenda with an “as required” note.

**Future Meeting Dates**

February 25

- Strategic approach to addressing long term growth/budget gaps

March 25

- Communications report on targeted advertising

April 22

May 27

June 24

July 22

August 26

September 23

October 28

November 18 (3<sup>rd</sup> Wednesday)

December 16 (3<sup>rd</sup> Wednesday)

**Future Topics**

- Flower shop
- Updated photo membership directory
- Innovation Fund
- Emergency preparedness plan
  - Operational Review *Darren and staff*

## Long Range Plan 2014 Goals Assessment—Report to 2014 Charge Conference

The goals for 2014 are listed below with assessments which were prepared, in part, with the assistance of other staff members. I have also included the vision statement and core values.

Pastor Darren  
November 18, 2014

***Vision Statement:*** We are a metropolitan and neighborhood congregation that seeks to embody God's shalom and reconciliation among diverse people at the intersections of faith and public life. Believing that God's all-embracing love and grace transform individual lives, families, and communities, we engage in ministries of worship, compassion, formation, justice, and generosity. We hope to equip, encourage, and sustain disciples of Jesus Christ as they become servant leaders in the world.

***Core values:***

- **Radical Hospitality** that celebrates diversity while fostering unity;
- **Inspiring Worship** that stirs the heart and engages the mind;
- **Searching Spirituality** that challenges all to seek a deeper faith;
- **Transformative Service** that embodies mercy, peace and justice.

***Develop alternative worship experiences in the chapel [Lead: Worship and the Arts Team; Start in: 2014]***

This year we experimented with worship in the chapel during Lent. We held midweek services, which included a meal and presentation. Even though the speakers and testimonies were very good, these services were poorly attended. While there may be value in conducting Lenten midweek services we will have to closely evaluate it and explore another format for 2015. On the other hand, the Maundy Thursday service in the chapel was well attended and well received. Other worship services need to be explored with a reformed worship and arts team. Advertising for Taize has improved within the church but has not happened in our external communications, in part because other communications issues took more priority and because of transitions in the communications staff. This fall, advertising is being done to Butler students.

***Develop and implement a comprehensive communications plan that inspires engagement and spiritual growth in the congregation [Complete by: 1<sup>st</sup> Quarter, 2014]***

This goal has gotten off to a slow start but progress has been made. A communications advisory team has been formed to review best practices and guidelines with the communications coordinator. A television screen has been installed in the West Entrance; there has been greater use of the main hallway and of yard banners. We have improved our communications of major seasons—Spring and Fall—through the

use of the booklet, bookmarkers, website, Facebook and Northnet. Guidelines have been developed to differentiate among our various medias and how they should be used.

As we go into 2015 a central task for the Ministries Council will be to set priorities on which events should receive more resources and be given greater priority. The format for Northnet will be revisited.

***Redevelop our process for welcoming and helping visitors and regular attenders become involved in the life of the congregation [Complete by: 2<sup>nd</sup> Quarter, 2014]***

Efforts have been underway by the Hospitality, Evangelism and Ministries Team to maintain our current welcoming process. Due to a change in the teams leadership, progress has temporarily slowed down. Possible ways to assimilate prospective members during the new members class has been discussed and will continue to be explored. HEM was successful in being a presence at the Special Needs Information Fair and has provided hospitality at other events which draw non-members.

The Lay Leadership Committee and staff have worked to pass on information about new members to ministry teams in a timely manner.

***Redevelop our New Member classes [Complete by: 3<sup>rd</sup> Quarter, 2014]***

This was completed last year. The new members class functions best as an information overview to the church and the denomination. It has been effective in gathering information on new members' interests and skills. It works best to hold it during the Sunday School hour, but this does not leave sufficient time for fellowship. Therefore, HEM will be working to provide a fellowship piece which will occur during the weeks that the class is offered. This fellowship piece will be a mixer for prospective members and established members and leaders. A successful partnership between HEM and UMW has developed for hosting new members at a UMW all-church luncheon as a debut of the new members.

What we lack is what should go before the new members class. Effective recruitment of new members requires that the process of assimilation begin well in advance of the class. We need to develop a short-term offering that will allow visitors to get to know the church, our basic beliefs and meet established members and leaders as a first step into the life of the church. With such a piece in place, the new members class will be more effective at increasing the rates of participation of new members.

***Improve our member care [Lead: Care and Nurture Team; Complete by 2014]***

- Expanding the meal ministry Meal Ministry has successfully expanded mostly via [www.MealTrain.com](http://www.MealTrain.com). Sunday School classes have volunteered when their members have needed meals (Amazing Grace and the Affirming group specifically) Two members signed up during the Ministries Fair. One will volunteer to deliver home-cooked meals; the other will prepare freezer-oven casseroles to bring to North. Storage may present a challenge. Status: Effective and ongoing based on congregational needs.



- Creation of a phone network for homebound An informal phone network exists (ex: Mable Hohlt prefers phone calls as compared to visits since she has vision and hearing deficits. We discovered others with hearing deficits as we piloted this process. Karen Kay and I went through our current directly which prompted more questions than answers to where people are physically located; or if they have transferred membership. Status: Work in process; needs refining
- Transportation for homebound/ill Transportation needs, when we learn of such, are routed via parish nurse to those members connected either demographically; or willing to accept this volunteer role as short-term ministry opportunity with/for another members and/or constituents. Status: Effective as reframed.
- Development of a bereavement team Becky Bender will continue to facilitate this team through 2015. A opportunity exists for more volunteers who are available during the day time hours. Status: Ongoing based on need.
- Retire Stephen Ministry program We have one active Stephen Minister w/a Care Receiver. Status: Will retire when current relationship terminates.
- Develop a robust Lay Visitation Program: Active lay visitors who completed one-hour orientation and background check currently include Waldine Anderson, Alice Shoemaker, Beth Everett and James Hamstra .

***Action Item 3: Increase collaboration between adult, children and youth Sunday School Classes [Lead: Discipleship and Formation Team, Youth Council, Children's Ministry Council; Start in: 2014]***

D & F started working on this in September.

***Action Item 4: Develop Forums for Understanding [Lead: Discipleship and Formation Team; Start in: 2014]***

We have held several forums with topics ranging from LGBTQ concerns to finances. They have been developed by other teams besides D & F, which is positive. In the future, we may want to revisit how often and when they are held. We also need to retool how they are conducted in order to allow for greater sharing because the original purpose was to provide a forum for participants to express and explore their differences.

***Action Item 3: Develop a volunteer recruitment process that engages every member in ministry [Lead: Lay Leadership Committee; Complete by: 2014]***

The Lay Leadership Committee continues to explore ways to develop a comprehensive process. In January, they hosted a leadership orientation which, in part, addressed this issue. They also hosted the 2<sup>nd</sup> annual Celebration of Ministries Sunday. They have studied 'The Equipping Church.' There have been improvements in disseminating information about new members to our lay leadership. Because this is a long term and complex issue, this goal will not be completed this year.

***Action item 2: Develop a year round stewardship ministry [Lead: Stewardship Committee; Start in: 2014]***

We have made tentative steps toward this. For example, there was a stewardship dimension to Lent. A 12-month check list for planning has been developed. But we are at the beginning stages of implementing a year round approach.

***Action item 2: Initiate an annual forum that provides opportunities for international and local mission teams to share learning experiences [Lead: Mission and Outreach Team; Start in: 2014]***

Due to Eric being new, there has not been much done on this goal. However, initial conversations have taken place regarding if and how to expand our relationships in Nicaragua. Money from a program mission endowment is being targeted to help with this goal. A mission trip to Kenya is being explored.

***Provide health education and referrals for the persons we serve in our key outreach ministries. [Leads: Mission and Outreach Team, Care and Nurture Team; Start in: 2014]***

In an effort to continue to engage the community in health education, North has started two components in which they will support outreach health ministries:

**Bread and Bowl:** Through our partnerships with Chamberlin and Marian Universities, nursing students serve at our soup kitchen. In order to further utilize their skills and provide a benefit to our visitors of the kitchen, the students will provide basic health screenings to include blood pressure and glucose readings as well as presentations on health issues and skills. We have also included a mental health screening and case management analysis run by Alan Archibald. This service has been provided on Tuesdays at B&B.

**Farmer's Market:** The 2014 FM included information on WIC and SNAP participation and benefits. In addition, it is planned for the 2015 FM to have a wider health component to include health screenings and information.

***Action item 1: Develop events and small group gatherings that give our members the opportunity to create relationships with neighbors and that bring together the various neighborhoods. [Lead: Ministries Council; Start in: 2014]***

No work has been done directly on this goal. Indirectly, prayer walks have been done in the neighborhood.