

BOARD OF DIRECTORS MEETING
Wednesday, November 20, 2013
Minutes

Members

Ann Mackey, Chair	Eric Galloway (COM /LL)
Ron Gifford, Vice Chair	Jacqueline Blackwell (AL)
Mark Grove, Secretary	Angela Ockerman-Jones (AL)
Charles Young, Treasurer	Nick Tumminello (Finance)
Troy Barker (Trustees)	Kathleen Custer, LL
James Hamstra (SPRC)	Linda McClain (LL to AC)

Ex Officio

Darren Cushman Wood
Jim Thieman, CBA

Absent

Bill Groth (AL)

Guests

Danyelle Ditmer
Todd Daniels-Howell (incoming Board of Directors Chair)
Dan Mathis (Justice and Advocacy Team)

1. Pastor Darren opened the meeting with a prayer
2. Approval of Minutes of September 25 and October 23, 2013 Meetings (October was joint meeting regarding Illinois Street development. Approved unanimously (Kathleen moved/Jacqueline seconded motion)
4. Financial Report and Attendance Report (Jim)

The attendance report was distributed to members prior to the meeting,

- Jim informed members that as new ushers failed to count attendance at the 8:30 service on November 3rd, the average for that service for the month of October will be used as a proxy to allow for comparative tracking.

The Balance Sheet, Budget and Income Statement, and Designated Fund Summary were distributed to Board members prior to the meeting.

- Jim noted that the general ledger has been rebuilt and this new version will now show designated fund balances as well as income, an improvement over the former presentation.
- North had used a \$180,000 CD as collateral for a line-of-credit at the bank. As the line-of-credit has expired, the CD was released and, following discussion with the Finance Committee and the Board of Directors, will be transferred from a money market account to the General Fund.

Income

- Current Year Pledges are \$803,263, currently \$113,404 under year-to-date budget.
- Non-Pledge Contributions are \$123, 532, \$34,801 under year-to-date budget.
- Total income is \$997,787, down \$141,441 for the year-to-date.

Expenses

- Total Expenses year-to-date are \$90,938.02 less than budget.

Balance

- Actual Net Loss year-to-date is \$50,502.80 greater than budgeted. This is primarily due to Current Year Pledges being so much less than budgeted year-to-date.

Discussion

- Members expressed an interest in having more information regarding the pattern of pledges and payments, including:
 - Distribution of donor base by size of pledges
 - Distribution of donor base by payment pattern (weekly, monthly, annually, etc.)
 - Distribution of outstanding pledges by size of pledge and payment pattern
- Tracking information in these and other ways would be extremely useful in understanding any shortfall in payments and what to anticipate in terms of pledge fulfillments by the end of the year. In short, is the pledge income the result of *many* members being behind *a little* or a *few* members *a lot* or some other factor, such as some annual large donors not having made their payments yet?
- Nick noted that income for October is also significantly down at the start of the 4th quarter, usually one of our strongest income periods, leaving our income position very soft. He added that the Finance Committee is planning for January to construct a five year forecast on the expense side, but will need the type of information noted above on the donor pool so better to project revenue rather than using some arbitrary growth or shrinkage factor.
- In addition, this and related information is essential in preparing budgets for future years
 - Jim told the group that he had some recent inquiries from members regarding making gifts from stocks or IRAs.
- Kathleen noted the importance of not passing an unbalanced budget, a sentiment with which other members agreed.
- We need a change in the conversation going forward about the need to support the church financially. Nick's presentation was a very good step. Pastor Darren reminded members that we have now established an on-going Stewardship Committee that is still getting up to speed. This group will be helpful in tracking and responding to such situations in the future.
- Members discussed ways in which North might best respond to 2013 pledge shortfalls and delays in pledge fulfillment, including
 - Recognizing the seriousness of the situation and adopting a true sense of urgency
 - Contacting those whose pledges may be in arrears to determine when they might be fulfilled or if for some reason they won't be.
 - In future years ask for intended pledge payment **pattern** in addition to amount. This will allow for easier tracking and follow-ups on delayed payments on an individual basis as appropriate.
 - In future years begin review of pledge completions at the end of the second quarter to allow more time for response as needed.

- In addition to keeping the membership informed as to the status of church finances generally, use the direct and personal approach for individuals who need to catch-up on current year pledges and in the stewardship campaign.
 - Pastor Darren noted that the Stewardship Committee has divided up names of North members who had not yet pledged for 2014 and are making individual contacts.
 - Board members agreed that employing individuals other than North staff (such as the Finance Committee or Board of Directors) to reach out to fellow North members on a peer-basis for delinquent current year pledges is somewhat more challenging, but will be considered, as needed, as an additional option.

Next Steps

- Pastor Darren asked Jim to run the list of outstanding pledges and determine how many are annual vs. periodic donors to see if we are waiting on any members who traditionally make their donation at one time.
 - Identify any “major” donors (those at \$5,000 and above) and cross-check that list with attendance. Knowing if anyone has stopped attending is key to whether or how to follow-up with a member.
 - See if any of these donors previously were regular contributors and if there was a sudden stop. This would be helpful in tailoring any follow-up outreach.
 - Pastor Darren will call any major donors and those for whom there has been a change in giving pattern. He also suggested using personal note cards in mailings to others as letterhead is often ignored or overlooked.
4. Proposal from the Justice and Advocacy Team (JAT) on HJR—6 to the Ministries Council (Eric Galloway & Dan Mathis)
- Eric (on behalf of Ministries Council) and Dan (on behalf of the Justice and Advocacy Team) summarized recent action at the Ministries Council.
 - Following procedures outlined in North’s [Delegation of Authority Statement](#), the JAT brought a proposed statement on Same Sex Marriage and HJR—6 to the Ministries Council.
 - The proposal (see below)
 - Summarizes conflicting language in United Methodism’s Social Principles
 - Affirms North’s support for marriage equality and opposes HJR 6, which seeks to restrict the definition of marriage and thereby deny equal rights to all persons
 - Requests authority for the JAT and others at North to speak in favor of marriage equality and in opposition to HJR 6.
 - Following the JAT’s initial submission of the proposal to the Ministries Council and an initial discussion at the council, Ministries Council members consulted with its various constituencies and others at North. Following this period of consultation, the proposal was voted on by e-mail. Eric noted that members were diligent in their efforts to involve as many as possible in these discussions.
 - This was a very educational process as it was the first proposal of its type to be considered under the new policy.
 - One issue for the Council involved the differing models of how churches should approach such issues, whether as a “civic” church that focuses on individual matters of faith or as a “prophetic” church, taking a more public stance and impacting society.

- Eric noted that in future any such proposals must be submitted prior to the meeting of the Council.
 - The Council will work out additional details for its process in considering such requests. Eric will bring that process back to the Board as an information item. One issue to be addressed is whether there are or should be distinctions between North Groups as being intrinsically representative of North or with a somewhat looser affiliation.
 - Following some discussion of process and the details of the proposal, Board Members agreed that it was an appropriate “test” of the new model. There was also agreement that in such cases there was likely an additional need for education as well as advocacy in an effort to bring the congregation along.
5. Revise Investment Policy Statement (Ann, Jim and Darren)
- The Endowment Policy was last updated in 2012
 - Ann outlined a number of suggested changes to the policy that would clean-up and clarify some of its language.
 - Program and mission endowments money would be used for new programs and **expansion** of existing programs
 - Mention of the “trustees” would be pulled as we are incorporated through the Board of Directors.
 - The Endowment Committee wants to focus on its area of expertise—managing the investment of North’s Endowment funds—and a number of tasks were moved to the Stewardship Committee.
 - The authority to decline a gift was returned to the Board (something done recently following the offer of the condominium at Tarkington Towers).
 - In the past the vote on distributing funds (and their actual transfer) would come before the decision was made in how to spend the money. A change has been made that will allow the distribution to remain invested until disbursed by the Board of Trustees or the PME Committee.
 - The revised language more clearly described restrictions on capital funds and distributions on excess over \$4 million
 - The PME committee and its range of authority are more explicitly described.
 - Following additional discussion and a few minor edits, the Board unanimously adopted the revised Endowment Policy (Troy/Charles). The new version appears below.
6. Board Structure - Draft Bylaw Amendment (Ann)
For Lay Leadership Team (Kathleen)
- Ann presented proposed changes to the Bylaws that would more directly structure Board Membership so that the chairs of certain North Committees would automatically also serve on the Board of Directors. *See below*
 - Kathleen presented a response from the Lay Leadership Team that noted its unanimous opposition to the change.
 - Details of the Lay Leadership’s concerns are contained in the letter to the Board attached below. Foremost among these is the challenge of finding North members willing and able to serve and to devote the time needed for both roles.
 - The Leadership team advocated for the establishment of a procedural standard, and not a bylaw, that a committee chair or vice-chair be the *preferred* board liaison candidate to be elected by each respective committee.

- In subsequent discussion, members of the Board were understanding of the concerns of the Lay Leadership team, but generally believed that the proposed change in the Bylaws allowed the necessary flexibility of an affected Committee Chair to identify a substitute to serve in his or her place on the Board as needed.
- Board members voted to remove a proposed change in the Bylaws that set the number of Board members at 13, noting this can be dealt with in other ways. (Jackie/Ron)
- Board members voted to approve the bylaws as amended (James/Ron) by a vote of 10-1.
 - See final version of the amended section of the bylaws below

See amendment—need to find very best person to chair that committee. If for some reason don't have time, while prefer that they be liaison to board, not mandatory.

Chair/vice-chair—broaden our leadership base.

Pull # 3 out, deal with it as a separate motion

Blackwell/Gifford 1st amendment to bylaws as amended

James/Gifford—13 members

7. January Board meeting (Ann)

- Todd Daniels-Howell, Don Altemeyer, Margaret Mayo were elected to the Board at the November 17th Charge Conference. Todd will be president and Ann will serve as vice-president
- Departing Members – Ron Gifford, Troy Barker, Jacqueline Blackwell
- At its initial meeting on January 22nd, the new board will decide on 2014 meeting dates.

8. Executive Session

Future Board Meetings

December 18 (not 25), 2013

January 22, 2014

Proposal from the Justice and Advocacy Team to the Ministries Council

North United Methodist Church

During its 2014 Session, the Indiana General Assembly will likely consider amending the Indiana Constitution with the following language:

Only a marriage between one (1) man and one (1) woman shall be valid or recognized as a marriage in Indiana. A legal status identical or substantially similar to that of marriage for unmarried individuals shall not be valid or recognized.

Among the organizations opposing HJR 6 are Cummins, Inc., Eli Lilly and Co., Emmis Communications, Indiana University, DePauw University, Wabash College and the Indianapolis Chamber of Commerce.

Marriage is a fundamental right under the 14th Amendment Due Process Clause. In unanimously striking a Virginia law that prohibited inter-racial marriage, the U.S. Supreme Court declared, “The freedom to marry has long been recognized as one of the vital personal rights essential to the orderly pursuit of happiness by free men.” Loving v. Virginia, 388 U.S. 1, 12 (1967). After their marriage in Washington D.C. in 1958, Mildred Jeter and Richard Loving waited 9 years for Virginia law to acknowledge the integrity of their union.

Sadly, in Social Principle 161(B), the United Methodist Church defines marriage as “between a man and a woman.”¹ Contradicting that statement, however, Social Principle 162(J) establishes “equal rights regardless of sexual orientation.”

Certain basic human rights and civil liberties are due all persons. We are committed to supporting those rights and liberties for all persons, regardless of sexual orientation. UMC Social Principle 162(J).

North United Methodist Church believes ¶ 162(J) takes precedence over ¶ 161(B) for the sake of protecting human rights. Furthermore, our opposition to HJR 6 is in keeping with our history of inclusion of LGBTQ persons and our ongoing advocacy with the Reconciling Ministries Network.

There is no legitimate purpose in prohibiting same-sex unions. Marriage is one of the most critical means by which an individual may define oneself. Based upon the fundamental self-determinism inherent in a loving relationship, HJR 6 must be rejected.

The Justice and Advocacy Team hereby requests authority to speak in favor of marriage equality and in opposition to HJR 6.

Vote: _____

Date: _____

[General Statement]

As a people of faith, we affirm our support for marriage equality and oppose HJR 6, which seeks to restrict the definition of marriage and thereby deny equal rights to all persons. Marriage is a fundamental right under the Fourteenth Amendment Due Process Clause and one of the most critical means by which an individual may define oneself. Based upon the fundamental self-determinism inherent in a loving

¹ [potential footnote regarding complying with UMC and not performing same-sex ceremonies.]

relationship, HJR 6 must be rejected. According to the Social Principles of The United Methodist Church, 'Certain basic human rights and civil liberties are due all persons. We are committed to supporting those rights and liberties for all persons, regardless of sexual orientation. [¶ 162.J]' As followers of Jesus Christ who believe in the all-encompassing love of God, we envision a society that protects the dignity and equality of all persons.

[Statement to United Methodists]

We affirm our support for marriage equality and oppose HJR 6, which seeks to restrict the definition of marriage and thereby deny equal rights to all persons. According to the Social Principles of The United Methodist Church, 'Certain basic human rights and civil liberties are due all persons. We are committed to supporting those rights and liberties for all persons, regardless of sexual orientation [¶ 162.J]' We recognize that the Social Principles defines marriage 'as shared fidelity between a man and a woman' and calls on us to 'support laws in civil society that define marriage as the union of one man and one woman [¶ 161.B].' We believe that there is an inherent contradiction between these two statements and that for the sake of protecting human rights ¶ 162.J must take precedence. Marriage is a fundamental right under the Fourteenth Amendment Due Process Clause and one of the most critical means by which an individual may define oneself. Based upon the fundamental self-determinism inherent in a loving relationship, HJR 6 must be rejected. We recognize the deep divide that exists in our denomination over the issue of homosexuality, and we extend our respect to our fellow United Methodists who disagree with us. However, we hope that as followers of Jesus Christ who believe in the all-encompassing love of God, we can work together in society to ensure the dignity and equality of all persons.

*Subsequently passed by Ministries Council
November 2013*

North United Methodist Church, Inc. Endowment Policy

Amended and Restated November 20, 2013

This policy statement sets guidelines for the administration of endowment funds of North United Methodist Church. All provisions contained herein are intended to comply with the operational policies and procedures of the Church and with donor gift restrictions.

The endowment funds of North Church include two primary endowments:

The Building Capital Endowment Fund: The purpose of the Building Capital Endowment Fund shall be to provide funding for capital improvements, including the cost of renovation and major repairs considered capital expenditures under generally accepted accounting principles.

Program and Mission Endowment Fund: The purpose of the Program and Mission Endowment Fund shall be to provide funding for ministry and mission programming of the Church for new programs and for expansion of existing programs not previously included in the annual operating budget, as requested by church ministries or by the Senior Pastor and approved by the PME Committee.

Several named endowment funds exist within these two primary endowment funds. Others may be created to fulfill specific restrictions directed by donors; provided, however, a minimum of One Hundred Thousand Dollars (\$100,000.00) shall be required to establish a separate named endowment fund. Terms, provisions, and conditions directed by the donor shall be respected, unless, in the opinion of the Board of Directors, the directions of the donor are impracticable, unreasonable, unnecessarily difficult to perform, or otherwise unacceptable, in which event the Board of Directors may decline to accept the gift.

Governance:

As provided in ¶ 2534 of The 2012 Book of Discipline of the United Methodist Church, an Endowment Committee was established by the Charge Conference. Members of the Endowment Committee are appointed by the Board of Directors to oversee certain operations of the Endowment Fund as outlined below. The Committee shall consist of five to seven members, including, but not limited to, the senior pastor, the chairperson of the Board of Directors, the Church Business Administrator and up to four members of the congregation who are financial professionals. Members of the Endowment Committee report directly to the Board of Directors.

The Endowment Committee shall be responsible for:

- (i) Determining the asset allocation of the endowment funds;
- (ii) Selecting the endowment fund managers; the process of selecting fund managers shall be consistent with the social principles of the United Methodist Church; each member of the Endowment Committee will annually submit an affidavit, attached as Exhibit A, that attests to the fact that the member is not remunerated, in any way, resulting from recommendations made for investing the endowment funds; and

- (iii) Monitoring the performance of the endowment fund managers, and reporting at least every year to the Board of Directors on the financial performance of endowment funds.

Funding:

Funds from many sources should be encouraged and solicited to meet the long-term needs of North Church through its endowment funds. The Stewardship Committee shall educate the congregation on the use and importance of endowment funds, and develop and implement programs to increase the size of North's endowment funds.

Unrestricted Bequests:

Major unrestricted gifts made to North Church through bequests will be placed in the Building Capital Endowment Fund; provided, however, the Board of Directors may, at their discretion, stipulate other uses of unrestricted bequests should the Board deem such action necessary or prudent.

Endowment Earnings:

All net income from the investment of the endowment funds shall be added pro-rata to the earnings accounts for each separate endowment fund. Only endowment principal amounts (historical values) shall be used in determining the pro-rata allocation of earnings.

Endowment Distributions:

The Endowment Committee shall review the historical investment performance of the Endowment Funds, current market conditions and anticipated future market conditions, and shall recommend to the Board an annual distribution from the Endowment Funds. Annual distributions from each of the Endowment Funds shall be no more than four and one half percent (4.5%) of the three (3) year rolling average of the fair market value of the fund, calculated on a quarterly basis; provided, however, that only endowment principal amounts (historical values) shall be used in determining pro-rata distributions; provided, further, any single gift or bequest to an Endowment Fund of One Hundred Thousand Dollars (\$100,000) or greater shall be deemed to have been made three (3) years prior to the actual date of such gift or bequest for the purpose of computing the three (3) year rolling average. The Board of Directors, at the recommendation of the Endowment Committee, shall determine the annual distribution percentage. Distributions approved by the Board will continue to be invested with undistributed Endowment Funds until disbursed by the Board of Trustees or the Program and Mission Endowment Committee.

Distributions and Disbursements of Endowment Funds:

The Church Business Administrator shall maintain records of all amounts authorized for distribution, and of disbursements from the distributions, and provide timely reports of the same to the Board of Directors, the Board of Trustees and the Program and Mission Endowment Committee.

Disbursements from the Endowment Funds shall not be used for general operations that are typically included in the annual budget and funded by pledges of the congregation, except where donors have stipulated that their gifts shall be used to fund the general annual budget of the church.

Endowment Funds may be used, however, with express approval of the Board of Directors, for expenses relating to administration of the Endowment Funds and fund-raising activities regarding the Endowment Funds, including, but not limited to, hiring consultants and investment managers.

Building Capital Endowment Funds:

The Board of Trustees shall be responsible for administering disbursements from the Building Capital Endowment Fund.

- (i) For distributions related to the first \$4,000,000 in principal in the Building Capital Endowment Fund, the following donor restrictions apply and may not be changed in any way, by anyone, including but not limited to, the Board of Directors or the Board of Trustees:

Distributions may only be used for capital items and capital repairs to the existing facility and may not be used for the following:

- Church operating expenses;
- Interior maintenance items, such as painting, wall coverings, floor coverings, furniture, and HVAC repair;
- Exterior maintenance such as lawn care, signage or maintenance;
- Organ rebuilding/replacement/or maintenance;
- Building or land acquisition.

- (ii) For distributions related to the excess in the Building Capital Endowment Fund over the first \$4,000,000 in principal, the Board of Trustees shall use the funds to provide funding for capital improvements, including the cost of renovation, and major repairs considered capital expenditures under generally accepted accounting principles.

Program and Mission Endowment Funds:

A Program and Mission Endowment Committee, consisting of three to seven members, shall be appointed by the Board of Directors. It shall be responsible to administer disbursements from the Program and Mission Endowment Funds to provide funding for ministry and mission programming of the Church for new programs and for expansion of existing programs not previously included in the annual operating budget, as requested by church ministries or by the Senior Pastor.

**FIRST AMENDMENT TO THE BYLAWS OF
NORTH UNITED METHODIST CHURCH, INC.**

Pursuant to Article VIII of the Bylaws, the Board of Directors of North United Methodist Church, Inc. hereby amends the Bylaws, effective as set out below:

1. Effective December 1, 2012, Article III, Section 3 is amended and restated to read as follows:

Section 3. Quorum and Voting. One-third (1/3) of the voting Directors in office immediately before a meeting begins shall constitute a quorum for the transaction of any business properly to come before the Board of Directors. *Directors may attend a meeting in person or remotely so long as each Director can hear all of the other Directors.* The act of a majority of the Directors present at a meeting *in person or remotely* at which a quorum is present shall be the act of the Board of Directors.

2. Effective December 1, 2012, Article III, Section 9 is amended and restated to read as follows:

Section 9. Action by Written Consent. Any action required or permitted to be taken at any meeting of the Board of Directors, or any committee thereof, may be taken without a meeting if a written consent describing such action is signed by *a majority* of the directors or committee members and such written consent is included in the minutes or filed with the corporate records reflecting the action taken. *Directors may consent to an action by email.* Action taken by consent shall be effective when the last *required* director or committee member signs the consent, unless the consent specifies a prior or subsequent effective date. A

consent signed as described in this section shall have the effect of a meeting vote and may be described as such in any document.

3. Effective January 1, 2014, Article III, Section 2(a) and (b) are amended and restated to read as follows:

Section 2. Membership Qualifications and Terms.

(a) Subject to the foregoing, the Board of Directors shall consist of no less than eleven (11) and no more than fifteen (15) members, all of whom shall be professing members of the Church. The number of Directors shall be set by the Board of Directors in its sole discretion. *Terms of office shall generally be three-year terms, except for the initial Directors and except when a Director is the Chair of a Board or Committee, in which case the Director shall serve on the Board for the duration of her or his term Committee Chair. Directors may not serve more than two (2) consecutive terms in the same position.* No pastor while under appointment to the church or while employed by the church, shall serve as a voting member of the Board of Directors. Directors, except for ex-officio, non-voting Directors, shall be at least eighteen (18) years of age.

(b) The membership of the Board of Directors shall include the following:

1. Chairperson
2. Vice Chairperson
3. Corporate Secretary
4. Corporate Treasurer
5. Chair of the Board of Trustees
6. Chair of the Staff Parish Relations Committee

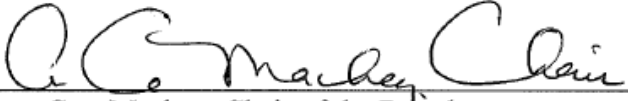
7. Chair of the Finance Committee
8. Member at large (representing women)
9. Member at large (representing men)
10. Member at large (representing youth)
11. Chair of the Ministries Council/Lay Leader
12. Lay Representative to the Annual Conference
13. Lay Leader

If the Chair of the Board of Trustees, the Staff Parish Relations Committee, the Finance Committee or the Ministries Council is unable or unwilling to contemporaneously serve as a Director for a short period of time or for an extended period of time, that Chair may designate an alternate member of her or his Committee to serve on the Board in her or his place for the time period designated by the Chair. The alternate shall have the same authority on the Board as the Chair for the duration of the designation.

4. Effective January 1, 2013, Article IV, Section 2(e) shall be amended and restated to read as follows:

(e) Ministries Council. There shall be a Ministries Council, the Chairperson of which shall be a Lay Leader who is nominated by the Committee on Lay Leadership and elected at the annual meeting of Members. The Chairperson shall also be a member of the Board of Directors. All pastors and program staff shall serve as members of the Ministries Council.

Adopted November 20, 2013


Ann Carr Mackey, Chair of the Board

Email from Mark Holwager
10-21-13

Dear Ann:

At the Lay Leadership Team's meeting on October 9, 2013 we held a discussion concerning the bylaw addition presently before North's Board of Directors. The proposed bylaw would mandate that certain church committee chairs also serve as their committee's board liaison. The entirety of the lay leadership team was present for this meeting with the exception of Pastor Darren Cushman Wood. After much discussion, those present at the meeting unanimously agreed to oppose this bylaw addition for the foregoing reasons which I have briefly summarized below:

Chair Selection:

Mandating that a committee chair serve as a board member will result in a number of potentially effective chair candidates refusing nomination. Chairs carry an additional workload and responsibility inherent to their status. Requiring an additional amount of time for presence at board meetings will limit the pool of chair candidates willing to serve and increase the rate at which some laity chairs 'burn-out'. This change to the board's bylaws will ultimately result in the lay leadership team asking 'who is eligible to serve as a committee chair?' instead of 'who is willing, able, and called to serve as a committee chair?' Such a transition would not be fruitful for the board, our committee structure, or the community of North Church.

Term Limits:

The proposed bylaw will create term limit problems both with regard to the current board, and also in the selection pool for future committee chair candidates. The Lay Leadership Team would not be able to nominate an individual to a chairperson role if that individual had already served a maximum board term irrespective of the individual's prior role on the board, or their qualifications or desire to serve as a committee chair.

Past & Present History:

From the Board incorporation in 2008 and up through last year, the Board sent a liaison to the committee rather than the committee sending a representative to the Board. The liaison did not have voting privileges on the committee. By adopting the proposed bylaw, the board shifts North's approach to this issue. Furthermore, if the decision is made to solidify this procedure in a bylaw, it becomes more difficult to change in the future.

Accordingly, we strongly urge the board to establish a procedural standard, and not a bylaw, that a committee chair or vice-chair be the preferred board liaison candidate to be elected by each respective committee. Utilizing this strategy both preferences each respective committee's chair or vice-chair as the board liaison, and leaves ultimate flexibility to the committee. It is our hope that this approach will encourage the development of a 'vice-chair' position for each committee. Such a vice-chair position not only broadens the pool of church leaders, it could give each committee a valuable succession plan, a stand-by chair in the absence of the acting chair, and a designated board liaison.

In conclusion, while the Lay Leadership Team understands the importance of transparency and effective communication between the board and church committees, we do not feel that adding the proposed bylaw effectively addresses these issues. We too understand that our church has struggled over the last several years to maintain good channels of communication. However, we also recognize that North has been party to a great number of staffing changes during this time period. Any community which undergoes such a significant shift in leadership feels the effects of said changes for some time.

For these reasons we feel that the procedural approach discussed above, and not the addition of a bylaw, best addresses the concerns of the board and is in the best interest of the church at large. If you have questions with regard to our group's discussion or require a more formalized detail of the Lay Leadership Team's request, please do not hesitate to contact me. Thank you for your attention to this matter.

For the Lay Leadership Team:
Mark Holwager, Vice-Chair

Kathleen Custer, Co-Lay Leader
Eric Galloway, Co-Lay Leader
Mary McDonald
Darren Peoples
Merna Ruby