Unitarian Universalist Church West
Board of Trustees
Meeting Agenda

Thursday, October 22 – 6:30 PM
Zoom Link: https://us02web.zoom.us/j/97338727438?pwd=Ow6C61xonIImTGgcu3yyGC7z0wWgxf.1

1. **Meeting Opening** **6:30**
    a. Establish quorum – *5 Board Members*
    b. Chalice Reading (Jen)
    c. Check in
    d. Modifications to agenda
    e. Read Board Covenant (in turns)
    f. Acknowledgment of online guests and Open Member input - *Bylaws section V.E.2. Each Member may attend and speak before any meeting of the Board, committee or task force established by the Board, except properly called closed meetings. Each Member's speaking time under this provision is limited to three minutes, unless extended by majority vote of the body.*
2. **Discussion Items** **6:45**
    a. Bylaws Review Committee (50 min)
    b. Minister Report* (15 min)
    c. Stewardship Committee Update (5 min)
3. **Consent Items** **7:55**
    a. Minutes: September 2026 meeting *+
    b. Membership record: accept membership changes for October*+
    c. Treasurer's Report for September*+
    d. Church Administrator Report October*
    e. Exec Team Minutes October*
    f. Campus Master Plan Team Update*
    g. Committee Members and Leaders List*+
4. **Updates** **8:00**
    a. Board Calendar
    b. Board Presence for November (Nick)
    c. Covenant Update and Sign
    d. Board Auction Item
    e. Special Recognitions (Shawn)
5. **Check Out** **8:25**
6. **Adjourn +** **8:30**

*Accompanying document(s) +Vote required

Board Goals

a. Governance/Role discernment/Board Education/Minister & Board Relationship
b. Vision Discernment
c. UUCW Meets the Moment - TABLED

Board Big Tasks

a. Initiate Capital Campaign
b. Initiate Campus Master Plan
c. Initiate East Property Task Force
d. Complete Sign Project
e. Reactivate Committee on Shared Ministry
f. Reactivate Personnel
g. Board Anti-Racism Training
h. Create a Vision Statement
i. Fundraising

UUCW COVENANT OF THE BOARD OF TRUSTEES

To carry out our responsibilities, we the members of the Unitarian Universalist Church West Board of Trustees, make these promises to each other about how we act and interact, so that we may do the important work of governance with honor and integrity. We covenant:

- To work together in common purpose to promote the mission and vision of the congregation
- To commit ourselves to the building of Beloved Community, knowing it is the 'secret sauce', by using the lenses of anti-racism and undoing white supremacy culture to counter systemic oppression.
- To constructively inspire and challenge each other to be our best selves…encouraging spiritual and personal growth, holding each other in high esteem and trust, and treating each other with kindness
- To listen actively and deeply to each other with curiosity, speak directly and authentically to each other, so that we may 'disagree well'
- To support leadership at all levels, respecting the work undertaken by each committee, team, taskforce, staff person and/or minister
- To maintain open-mindedness and a willingness to grow, to learn and to be changed
- To make Board processes transparent—ensuring actions and decisions of the Board are communicated to members openly and intentionally and welcoming any who wish to attend board meetings
- To come to meetings prepared and energized to do the work of the Board
- To stay connected to, and actively involved in, the life of the church community, seeking to hear and understand the varied points of view within the congregation, and acting as ambassadors for UUCW to all who enter
- To take responsibility for Board decisions, supporting the group process outside board meetings by speaking with 'one voice'

If our covenant is broken, we agree to acknowledge and resolve it quickly with kindness, that we might 'forgive ourselves and each other, and begin again in love.'*

Board Approved 10/24/2023

UUCW Mission Statement

Grounded in love, UUCW is a joyful community committed to spiritual growth, inclusion, and justice.

Grounded in love
"Love is the power that holds us together and is at the center of our shared values", calling us to live with compassion. We are transformed by love and rest in the assurance of its presence.

Joyful community
We intentionally "cultivate a spirit of gratitude and hope." Our joyful community is enlivened by caring for one another and nurturing right relations in a spirit of cooperation. Joy comes from a sense of belonging and being seen, and from our lives being nourished through communal activities, meaningful worship, and spiritual growth.

Spiritual growth
Spiritual growth is the foundation of our participation in congregational life. Together we discern our place in the world through a free and responsible search for truth and meaning. We experience life in terms of relationships -- with ourselves, each other, the natural world and with all which lies beyond us.

Inclusion
We are a welcoming, multigenerational congregation, diverse in culture, experience, and belief, celebrating the "inherent dignity and worthiness" of all people. We commit to empower and enhance "everyone's participation, especially those with historically marginalized identities." When each person flourishes, our community flourishes.

Justice
"We work to create a diverse multicultural Beloved Community where all thrive. We commit to dismantling racism, white supremacy culture, and all forms of systemic oppression. We support the use of inclusive and transparent democratic processes to make decisions." We work to secure the rights of marginalized individuals and groups. We covenant to protect the Earth and all living things in the interdependent web of all existence.

Quoted text comes directly from the UUA's proposed revision of Article II, Section C.

Unitarian Universalist Church West
Board of Trustees
Meeting Agenda

Thursday, September 24 – 6:30 PM

1. **Meeting Opening** **6:30**
    - Meeting called to order at 6:30PM. Mary Nordhagen (President) presided.

    a. Establish quorum – *5 Board Members*
        - **Present:**, Mary Nordhagen (President), Natalie Fleury, Deb Stevens (Vice President), Shawn Kalloway (Secretary), Polly Ellingson, Leslie Peterson (Treasurer), Rev. Jill Braithwaite, Jennifer Luken
        - **Online:** Nick Clark, Almuth Soffee,
        - **Absent:**Vicki Banville, Mark Steinberg

    b. Chalice Reading (Deb)

    c. Check in

    d. Modifications to agenda
        - 3f update to EOP- will be moved to be voted on after discussion 2a

    e. Read Board Covenant (in turns)

    f. Acknowledgment of online guests and Open Member input - *Bylaws section V.E.2. Each Member may attend and speak before any meeting of the Board, committee or task force established by the Board, except properly called closed meetings. Each Member's speaking time under this provision is limited to three minutes, unless extended by majority vote of the body.*
        - Safety &Security committee- Rosie Kapp, Patti Ulwelling, Sarah Frey (online)

2. **Discussion Items**

    a. Safety & Security Committee*
        - Reviewed the suggested revisions to the EOP which encompasses what to do in many types of emergencies
        - Provided list of revisions that are needed to be approved by the Board
        - EOP was adopted in April 2024 and is considered a living document
        - Previous digital copies should be deleted once revisions are approved and EOP updated
        - Flip charts that are located in each room will be updated with changes
            - Natalie Fleury moved to approve, Almuth Soffee seconded- passed unanimously
            - Suggested to provide link to active threat training that took place earlier this year, to the board so that everyone can view

    b. Minister Report*
        - Reviewed report and her 4 goals for the church year (listed below):
            - Staff restructuring
            - Leading shared ministry model
            - Expand adult faith opportunities
            - Looking for inhouse A/V
        - highlighted that Vicki and Jill are onboarding the new person (Azaria h=Holliday), they are a temporary staff member and will need to think about permanent replacement.
        - Leadership potluck on Saturday

    c. How to read and understand financial reports
        - Leslie provided an overview of the treasurer's report and balance sheet- how both are structured
        - Noted that we have had a deficit the past 2 years and anticipate a deficit again this year- highlighted that this is not sustainable
        - Noted that the maintenance reserve is lower than what we really should have

- Alsum is the current renter of the parking lot and are also using our water- need to increase the rent to include the water usage
- Need to think about creative ways to increase income that are efficient- beyond the auction
- Noted that we are taking funds from the money market account
- Highlighted that we spent more during the last capital campaign than was brought in to cover the updates
- Also noted that the operation fund took a hit during the last capital campaign as people paid into either the operation fund or capital campaign, but not both

d. Stewardship Committee Recruitment
- Current Members: Leslie Peterson, Lynn Kapitan (coming off), Jeannie baker (coming off), Caryl Sewell, Jackie Ziegler, UUCW staff: Vicki and Kellie were at the meetings, Rev. Jill when available
- Leslie will remain on but does not want to be Chair
- Need new blood but having difficulty finding new members
- Need to create a culture of generosity within the church so that people are more willing to volunteer
- Need to be transparent about the money and that we are running with a deficit
- May want to consider term limits for the committee
- Now would be a good time to restructure- have a core committee as the strategic planning group and recruit others to do the hands-on work of fundraising
    - Have different people take on different tasks without a long-term commitment
    - Possible fundraisers: Dinners anywhere in the world
- For recruiting- need to think about what qualities are needed of members
    - Will create a team from the board that defines a method of recruitment
    - Should have recruitment for "action" team and core strategic planning team

ACTION: Jennifer, Natalie and Mary will be on team tasked with reconstituting the stewardship team

3. **Consent Items *+**
    a. Minutes: August 2026 meeting *+
    b. Membership record: accept membership changes for September*+
    c. Treasurer's Report for August*+
    d. Church Administrator Report September*
    e. Exec Team Minutes September*
    ~~f. Updates to the Emergency Operation Procedures (EOP)*+~~
    - Approved but noted that Polly and Deb's names were misspelled in last minutes.
    - Natalie moved to approve and Deb seconded. Approved unanimously.

4. **Updates**
    a. Board Calendar
    - Leadership Retreat & Potluck 9/26/26

    b. Board Presence for October (Mark)
    c. Special Recognitions (Natalie): Vicki Banville taking on extra duties, Azaria Holliday welcoming them to the team, Chad Robinson (new maintenance man) also welcoming him to the team
5. **Check Out** skipped due to time
6. **Adjourn +** **adjourn at 8:45**
    - Natalie moved to approve and Jennifer seconded. Approved unanimously.

*Accompanying document(s) +Vote required

Notes to September 2026 Treasurer's Report
October 18, 2026

[The Waterstone Bank checking account is not reconciled for September, so the Church Windows report and my notes are a draft and not the final report for the month. I did not include the balance sheet because the amount in the Waterstone checking account is inaccurate]

Income

- Contribution income for September is **$31,851**. Year-to-date contribution income (includes income from the prior year) is $235,341. Combined these two income lines are $7,618 below budget projection.

- Non-pledge income at $3,308 is **$231** under budget for the year.

- Total income for September is **$33,437**. Year-to-date, total income is **$13,195** below budget projection. For a point of reference, last year total income in September was **$45,965** higher than budget.

- Split the Plate gross income for the month of September is $2,064. Year-to-date, Split the Plate is **$3,092** below budget.

Expenses

- Total property expense is **$4,680** above budget.

- Total personnel expense is **$8,847** below budget.

- Total program expense is **$6,275** below budget.

- Total expense, year to date is **$10,442** below budget.

Summary

Expense for the month of September exceeded income by **$27,335**. Year to date, total income exceeds total expense by **$4,581.**

Opinion

At the end of September last year, total income exceeded expenses by **$68,381***, making this year's surplus of $4,581 concerning. Income is below expectations, while expenses are higher than in previous years. This year's budget already projects a deficit of $19,904 and cash reserves have declined over the past two years. The Board and church leadership should exercise caution in spending and, more importantly, focus on increasing revenue for the remainder of the year.

*Surplus was $20,185 in FY 2024

Unitarian Universalist Church West - Brookfield WI
Treasurer's Report as of September 2026 for Operating Fund

Friday, October 16, 2026 10:05 AM

Account #	Account Name	Period Activity	Monthly Budget	YTD Balance	Budget YTD	Annual Budget	Over/Under YTD+(-)
Income							
4.020.000	Contribution Income 2026/2027	31,851	41,519	181,011	207,595	498,224	(26,583)
4.030.000	Non-Pledge Income 2026/2027	(670)	708	3,308	3,540	8,500	(231)
4.040.000	Contribution Income Prior Year	0	0	54,330	35,365	35,365	18,965
4.080.000	Split the Plate - Gross	2,064	2,154	7,677	10,770	25,847	(3,092)
4.100.000	Rental Income	0	2,479	4,514	12,395	29,750	(7,880)
4.120.000	Fund Raising	0	0	0	0	25,000	0
4.140.000	Coffee Service	28	0	(240)	0	0	(240)
4.150.000	Interest Income	164	708	5,742	3,540	8,500	2,202
4.160.000	Miscellaneous Income	0	208	1,705	1,040	2,500	665
4.500.000	Endowment Fund Grant	0	3,000	18,000	15,000	36,000	3,000
	Total Income	**$33,437**	**$50,776**	**$276,049**	**$289,245**	**$669,686**	**($13,195)**
Expenses							
Property Expense							
5.010.000	Payments on Mortgage	1,907	1,907	9,536	9,535	22,884	1
5.020.100	Electric Utility	1,136	821	4,909	4,105	9,855	804
5.020.200	Gas Utility	29	609	653	3,045	7,311	(2,391)
5.020.300	Telephone/Internet	614	521	1,676	2,605	6,246	(928)
5.020.400	Water/Sewer	0	103	281	515	1,239	(233)
5.030.000	Property Insurance	0	1,261	0	6,305	15,134	(6,305)
5.040.000	Campus-Operations	2,787	2,277	12,179	11,385	27,324	794
5.040.100	Campus-Repairs	3,069	875	12,366	4,375	10,500	7,991
5.040.201	Elevator Maintenance	0	0	0	0	7,038	0
5.040.300	Technology Expense	0	167	3,187	835	2,000	2,352
5.040.400	Web-Based Software	1,411	598	2,867	2,990	7,173	(122)
5.040.411	Local Live	0	400	4,750	2,000	4,800	2,750
5.050.000	Maintenance Reserve	0	0	0	0	3,000	0
5.070.000	Cleaning Supplies	0	117	551	585	1,400	(33)
	Total Property	**$10,956**	**$9,656**	**$52,960**	**$48,280**	**$125,904**	**$4,680**
Personnel Expense							
	Total Personnel	**$38,221**	**$40,336**	**$192,832**	**$201,680**	**$488,328**	**($8,847)**
Program Expense							
5.200.000	Religious Education Expenses	561	292	794	1,460	3,500	(665)
5.200.100	RE Summer Camp	178	0	175	750	750	(574)
5.300.000	Split the Plate to Charities	1,368	1,042	2,325	5,210	12,500	(2,884)
5.370.000	Office	434	429	2,540	2,145	5,150	395
5.380.000	Postage	0	125	0	625	1,500	(625)
5.400.000	Communications/Marketing	0	42	0	210	500	(210)
5.410.000	Stewardship	0	92	0	460	1,100	(460)
5.420.000	Music Operating Expense	170	125	675	625	1,500	50
5.421.000	Special Music	0	199	1,050	995	2,385	55
5.440.000	Worship Ministry	692	400	1,993	2,000	4,800	(6)
5.450.000	Personnel Committee	0	21	0	105	250	(105)
5.450.100	Social Action	400	83	720	415	1,000	305
5.460.000	Membership	0	50	0	250	600	(250)
5.500.000	Board of Trustees	0	42	36	210	500	(173)
5.510.000	MICAH/SOPHIA	0	92	0	460	1,100	(460)
5.510.100	Anti-Racism Committee	0	167	0	835	2,000	(835)
5.520.000	UUA/MidAmerica	6,337	2,133	12,675	10,665	25,350	2,010
5.560.000	Miscellaneous Expense	500	42	0	210	500	(210)
5.560.100	Bank/Broker Charges	158	167	771	835	2,000	(63)

Unitarian Universalist Church West - Brookfield WI
Treasurer's Report as of September 2026 for Operating Fund

Account #	Account Name	Period Activity	Monthly Budget	YTD Balance	Budget YTD	Annual Budget	Over/Under YTD+(-)
5.560.200	Payroll Services	248	292	1,240	1,460	3,498	(220)
5.580.000	Library Committee	0	25	0	125	300	(125)
5.600.000	UUA Delegates	0	83	0	415	1,000	(415)
5.630.000	Adult RE/Well Spring	0	60	0	300	725	(300)
5.660.100	Lay Pastoral Care	0	42	0	210	500	(210)
5.660.200	Leadership	0	8	0	40	100	(40)
5.660.300	Audit Reserve	0	79	0	395	950	(395)
5.660.500	Art Task Force (ATF)	37	83	169	415	1,000	(245)
5.660.800	Recognition	507	25	507	125	300	382
	Total Program Expense	**$11,594**	**$6,240**	**$25,674**	**$31,950**	**$75,358**	**($6,275)**
	Total Expense	**$60,773**	**$56,232**	**$271,467**	**$281,910**	**$689,590**	**($10,442)**
	Difference	**($27,335)**	**($5,456)**	**$4,581**	**$7,335**	**($19,904)**	

Unitarian Universalist Church West
Membership Record October 15, 2026

Total as of September 17, 2026	291
New Members	0
Transfer back to Membership	0
Resigned	0
Deaths	0
Moved to Associate Status	0
Total as of October 15, 2026	291

New Members

Transfer back to Membership

Resignations

Transfer to Associate Member Status

Deaths

Sep 22	284	Sep 23	267	Sep 24*	267	Sep 25	292	Sep 26	291
Oct 22	282	Oct 23	269	Oct 24	265	Oct 25	292	Oct 26	291
Nov 22	285	Nov 23	269	Nov 24	268	Nov 25	290	Nov 26	
Dec 22	287	Dec 23	276	Dec 24	270	Dec 25	290	Dec 26	
Jan 23	287	Jan 24	276	Jan 25	271	Jan 26	289	Jan 27	
Feb 23	287	Feb 24	279	Feb 25	282	Feb 26	293	Feb 27	
Mar 23	289	Mar 24	280	Mar 25	281	Mar 26	293	Mar 27	
Apr 23	285	Apr 24	277	Apr 25	281	Apr 26	290	Apr 27	
May 23	286	May 24	277	May 25	281	May 26	293	May 27	
Jun 23	289	Jun 24	280	Jun 25	292	Jun 26	292	Jun 27	
Jul 23	288	Jul 24	281	Jul 25	292	Jul 26	292	Jul 27	
Aug 23*	268	Aug 24	281	Aug 25	292	Aug 26	292	Aug 27	

*Month in which Membership Committee transferred Members to Associate Status

Revised 10/15/26

Minister's Board report for October 2026
Rev. Jill Braithwaite – October 15, 2026

It's been a vibrant and faithful fall so far at UU Church West, with ministry teams and committees engaging deeply in their respective work, and our worship ministry in full flower. We've experienced services exploring radical welcome, the uncommon theme of friendship, and Mabon and pluralism. Director of Music Ruben Piirainen led a service in a new way, sharing reflections and offering an embodied experience of the evolution of UU hymnody.

For a service I co-led with the Brigadistas from the Bridges to Community service trip, we met to collaboratively plan the service and came up with the theme of "Stronger Together, One Brick at a Time." I worked closely with people sharing reflections in shaping them for a worship service on that theme.

In a recent collaborative conversation with Earth Spirit leadership, I shared some discernment and congregant feedback. September's Mabon service reflected their incorporation of that feedback, with a simpler ritual craft that was accessible for all and a somewhat tighter structure.

September also included a memorial service / celebration of life for Caryl and Bob Sewell's daughter Saskia. We hosted about 280 people for the service and held space for the deep grief over this loss and also gratitude for Saskia's love and life.

LEADERSHIP RETREAT
On September 26, I facilitated an interactive leadership mini-retreat and potluck. I designed it to engage with common leadership patterns in congregations, which I and others observe here at UUCW, such as leader burnout and reluctance, and unfocused meetings. The 12 participants were fully engaged and enthusiastic about the questions, information, and reflections we shared. Lively discussion happened in pairs, groups of 3 or 4, and as a large group.

The core questions we engaged were these:

- What would it look like for congregational leadership to nourish us spiritually?
- And how can that make leadership work both more sustainable and satisfying?

I'm including two handouts I shared with attendees in the Board packet to give you a taste of the retreat content. We moved through these sections: Coming Back to the

Why of Leadership, Leadership as Shared Ministry, The Trap of the "Good Leader," From Scarcity to Possibility, and Making Meetings Fun, Focused, and Fulfilling.

I'm keen to offer the retreat again in the spring. I believe it is worthwhile for this congregation as part of the overall shift to shared ministry, leader empowerment, and also for deepening our spiritual grounding and increasing the overall effectiveness of our ministries.

In our social justice ministries, teams have been active and continue to build relationships, trust, and practices for the long term. The Immigration Justice Team created the display highlighted in today's enews. The Trans Solidarity Team's recent meeting was a workshop on interrupting microaggressions and taking active steps to be welcoming for trans folks.

This month, I share with the Board a few adjustments I am planning to make and seek your support on them:

- Official title change for Ruben's role from Music Director to Director of Music
- Again this year, make the week between Christmas and New Year's off a Week of Community Rest, giving staff the week off without impact to PTO total. This year, also have no worship service on 12/27 (so that staff *truly* has the week off).
- One worship service on Christmas Eve (the second service had about 15 attendees in 2024 and 12 attendees in 2025).

Regarding a Personnel Committee: when I first started, I asked the Board that this be revived. After reflection and consultation with colleagues, I've changed my mind and believe that this is not necessary. As head of staff, here's how I'd like to approach personnel-related consultation with the Board/leaders going forward: When a a personnel-related need arises, the Board can form a short-term task force with very specific goals. Or, as minister and head of staff, I can form an advisory task force to advise me.

Staffing: Vicki has been busy training and supervising Azaria Holliday, our new Temporary Office and Communications Assistant, who started on September 23. With fewer staff hours available for the things Kelly Bognar used to do, Vicki and I are discerning carefully about what tasks are essential to serving the congregation well and which tasks we can discontinue.

Finally, I leave you with a poem connected to the monthly theme of Courage from Audre Lorde, Black poet, activist, and futurist:

"A Litany for Survival" by Audre Lorde

For those of us who live at the shoreline
standing upon the constant edges of decision
crucial and alone
for those of us who cannot indulge
the passing dreams of choice
who love in doorways coming and going
in the hours between dawns
looking inward and outward
at once before and after
seeking a now that can breed
futures
like bread in our children's mouths
so their dreams will not reflect
the death of ours;

For those of us
who were imprinted with fear
like a faint line in the center of our foreheads
learning to be afraid with our mother's milk
for by this weapon
this illusion of some safety to be found
the heavy-footed hoped to silence us
For all of us
this instant and this triumph
We were never meant to survive.

And when the sun rises we are afraid
it might not remain
when the sun sets we are afraid
it might not rise in the morning
when our stomachs are full we are afraid
of indigestion
when our stomachs are empty we are afraid

we may never eat again
when we are loved we are afraid
love will vanish
when we are alone we are afraid
love will never return
and when we speak we are afraid
our words will not be heard
nor welcomed
but when we are silent
we are still afraid

So it is better to speak
remembering
we were never meant to survive.

Grounded in love,
Rev. Jill

Church Administrator's Report
October 15, 2026

Communication Tasks – The various tasks that were held by the Marketing and Communications Specialist have been split amongst the staff. Some items have been put on hold temporarily or eliminated. Communication to leaders on the limits will be sent out later this month by Rev. Jill.

Rental – The rental agreement has been signed by the Heart and Soul Community. That group will be using the Gathering Area on Saturdays from 9-2pm beginning on November 7. The first three Saturdays there will be someone in the building with them and then they will be provided a code to enter the building on their own. The rent is $75/Saturday.

Campus Tasks –

Campus Cleanup – I hope you can join the cleanup on October 31. There will be lots to do to prepare for winter. Fall treats will be provided.

East entry overhang - being stained October 19-23.

Tree work – I have begun to gather the bids for this work. Still unsure of the impact on the budget.

Directory – The directory has been started and once completed will need to go out to the congregation for changes. The final directory will be available in November.

Statement Mailing – A statement mailing will be sent out on October 19. There will be an insert included to encourage people to be sustainers and to pay their pledge monthly to help with cashflow for the congregation.

ICE Safety Protocols – With the new display in the north lawn, there has been some concern about ICE coming to the building. The Safety and Security Committee identified this as a concern but did not feel it fell under their work. Rev. Jill and I determined that I would research the recommended approach to take if ICE were to show up at our doors. This should be shared in the next few weeks with the Board.

Minutes - UUCW Executive Team – – 4:30pm-5:45pm Wednesday, October 14

1. **Chalice Lighting (Jill)**
2. **Check in –** Mary Nordhagen, President; Deb Stevens, Vice President; Leslie Peterson, Treasurer; Rev. Jill Braithwaite, Minister; Vicki Banville, Church Administrator

NOTE: Every item will be reviewed with an anti-racist lens.

3. **Sign dedication and blessing this Sunday –** this will happen during the service. Picture to be taken with Mary, Jill, and the Hensel's.
4. **Updates on Campus Projects –** Overhang will be stained starting on October 19th. Tree bids are still being gathered. Smaller items are being taken care of by Chad, Maintenance Specialist.
5. **Stewardship Committee –** First meeting will be on November 5th. Natalie, Jen, and Mary from the Board will lead the group and help recruit members. Vicki and Leslie will stay on as support. Noone attended the conversation with the Stewardship Team meeting. The leaders that were there did have a good conversation about next steps.
6. **Office support adjustments and communication –** the communication work continues to be learned by Vicki and Azaria. Jill still oversees this work. Transparency and communication with leaders is necessary as we move forward.
7. **Budget planning approach this year --** given assessment of sustainability of deficit method, current spending, and trajectory of cost increases, how shall we plan the 27-28 budget? Looking forward the budget needs to be balanced and expenses need to be looked at as having at least a 10% increase. This is the bare minimum needed to be balanced next year.
8. **Thank-you for Joanne Engel from Minister/Board** – large endowment gift received.
9. **Potential Board Agenda items**
    a. Covenant Update and Sign (try to work on this by email)
    b. Bylaws update (50 min)
    c. Stewardship Update (5 min)
    d. For November or December, presentation on adaptive vs technical leadership
10. **Hensel Bequest –** Vicki will send the document about the official decision on the rest of the funds.
11. **Large Raffle Fundraiser –** recruiting team – this will go under the new Stewardship Committee task list.

Next ET Meeting: November 10, 4:30-5:30
Next Board meeting is: October 22

Meeting Leader Rotation:

November – Leslie
December – Vicki
January – Deb
February – Mary
March - Jill

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Grounded in love
"Love is the power that holds us together and is at the center of our shared values", calling us to live with compassion. We are transformed by love and rest in the assurance of its presence.

Joyful community
We intentionally "cultivate a spirit of gratitude and hope." Our joyful community is enlivened by caring for one another and nurturing right relations in a spirit of cooperation. Joy comes from a sense of belonging and being seen, and from our lives being nourished through communal activities, meaningful worship, and spiritual growth.

Spiritual growth
Spiritual growth is the foundation of our participation in congregational life. Together we discern our place in the world through a free and responsible search for truth and meaning. We experience life in terms of relationships -- with ourselves, each other, the natural world and with all which lies beyond us.

Inclusion
We are a welcoming, multigenerational congregation, diverse in culture, experience, and belief, celebrating the "inherent dignity and worthiness" of all people. We commit to empower and enhance "everyone's participation, especially those with historically marginalized identities." When each person flourishes, our community flourishes.

Justice
"We work to create a diverse multicultural Beloved Community where all thrive. We commit to dismantling racism, white supremacy culture, and all forms of systemic oppression. We support the use of inclusive and transparent democratic processes to make decisions." We work to secure the rights of marginalized individuals and groups. We covenant to protect the Earth and all living
things in the interdependent web of all existence.

Quoted text comes directly from the UUA's proposed revision of Article II, Section C.

Designing Meetings to Be Purposeful and an Expression of Our Faith Values: Five ideas from Priya Parker's *The Art of Gathering*

Meetings are not work related to our faith---meetings *are* our faith in practice. If our meetings are part of our shared ministry, then the way we gather is itself a spiritual practice. We aren't simply trying to move through an agenda—we're practicing how to be a faith community together.

1. PURPOSE — First ask this: Why are we gathering?

- Don't begin with **"What are we meeting about?"** Begin with **"Why are we gathering?"**
- *A topic is not a purpose.* A purpose describes *what we hope to accomplish,* whether it's a decision, or a substantive discussion, or real progress on a long-term goal.
- Try: **"By the end of this meeting, we want to _____."**
- Use the purpose as a filter: **Does each agenda item help us accomplish what we came here to do?**

2. PEOPLE — Who needs to be in the room?

- **More people isn't necessarily better.** Who is in the room should serve the purpose of the gathering.
- **Intentional boundaries aren't the opposite of inclusion.** Sometimes they allow the people who are present to participate more meaningfully and with more focus.
- Not every conversation requires everyone. When a smaller group does the work, that group has a responsibility to **communicate clearly with the larger community.**
- The goal is not keeping people out; it is **designing the meeting intentionally for its purpose.**

3. HOSTING — What does generous authority look like?

- The facilitator is not a "chill host." The facilitator is a **host with responsibility for the gathering.**

- **Generous authority** means using your authority in service of the gathering and the people in it.
- This might mean: Interrupting a monopolizer, redirecting a tangent, calling a break, naming that the group is stuck, saying, “We've reached the decision point,” stopping an unproductive argument.
- Generous authority isn't about being powerful **over** the group. It's about **taking responsibility for** the group and its purpose.
- Sometimes faithful leadership means being willing to be **mildly unpopular in service of the group.**

4. POP-UP RULES — What does *this* gathering need?

- Instead of relying only on standing norms, create agreements that serve **this particular gathering, today.**
- Examples:
    - Everyone speaks before anyone speaks twice.
    - We disagree with ideas, not people.
    - We distinguish between information, discussion, and decision.
    - We will not solve problems that aren't ours to solve.
    - We will end on time.
    - **Because this faith community matters deeply to us, we will make room for both seriousness and joy.**

5. ENDINGS — How do we want people to leave?

- Many gatherings don't really end; they simply **stop.**
- A deliberate ending reconnects people with the purpose of the gathering and marks what happened here.
- An ending doesn't have to take ten minutes. **One good question can be enough.**
    - What's one thing you're leaving with?
    - What became clearer tonight?

- What are you grateful for?
- What is the next faithful step?

THE MEETING MAKEOVER IN BRIEF

Before your next meeting, ask:

PURPOSE: Why are we gathering?

PEOPLE: Who actually needs to be there?

HOSTING: What would generous authority look like?

POP-UP RULES: What agreements would help *this particular meeting* work well?

ENDING: How do we want people to leave?

Remember: A meeting is not a necessary evil. It is a gathering of people whose time and presence are valuable. Design it accordingly.

If our congregational life is living our faith and our shared ministry, then the way we gather in teams, committees, and groups is part of that ministry. **Every meeting is an opportunity to practice being the kind of faith community we want to become.**

Received Messages about What Makes a “Good Leader” AND Flipping That Script (to Make Leadership More Sustainable and Spiritually Nourishing)

A good leader responds quickly.
→ A sustainable leader responds thoughtfully.

A good leader doesn't let people down.
→ A sustainable leader makes realistic commitments.

A good leader knows what's going on.
→ A sustainable leader trusts other people to know things.

A good leader makes sure everything gets done.
→ A sustainable leader facilitates shared ownership.

A good leader keeps everyone happy.
→ A sustainable leader helps people navigate disagreement and lets others be responsible for their own reactions and responses.

A good leader doesn't say no.
→ A sustainable leader knows and/or discerns about what deserves a yes.

A good leader can always handle one more thing.
→ A sustainable leader knows when enough is enough and when to ask for help.

Campus Master Plan Team Update

The Campus Master Plan team met at 5:00 p.m. on Tuesday, September 22nd, with all four members present: Almuth Soffee, Dana Cable, Rob Zimmerman, and Dave Luken. The team identified possible design landscape architects, discussed their website portfolios and comparable work. We decided to contact Vicki to obtain a copy of the Build 2020 proposal since it contained language about our church's mission, and how we want this to be reflected in the project. In addition, we requested electronic copies of surveys and other site documents, and an agreement on realistic expectations for responses from design firms. These documents will provide guidelines for creating the Master Plan RFP. Our next meeting was then scheduled for October 8th.

The Campus Master Plan team met at 5:00 pm on Thursday October 8th . All four members were present, with Almuth Soffee joining virtually. We discussed and refined the draft RFP created by Rob. Once the changes have been made, the team will meet and submit the RFP's to the Landscape Architects.

Our tentative timeline is to receive proposals by December 31, 2026, with the tram finalizing the selection by January 31st 2027. We will then meet with the Board, present the Proposal and request a vote from the Board.