

Unitarian Universalist Church of Berkeley
Board of Trustees Meeting Agenda
Wednesday, February 2, 2022

Via Zoom, <https://zoom.us/j/91070175965?pwd=d2FUcWZCQjYzVEF2MFZabWJQOVRRUT09>

6:30 PM EXECUTIVE SESSION

7:00 1. CALL TO ORDER & OPENING RITUALS

- Chalice reading & lighting
- Personal check-ins
- Board Covenant reading
- Land Acknowledgement Statement

7:20 2. CONSENT AGENDA – Items may be approved in one motion unless a Board member requests an item be removed for question or placement under discussion/action

- a. Approve agenda
- b. Approve Board Meeting minutes of January 5, 2022
- c. Accept monthly Executive Director report, with acknowledgement of annual UUA Certification
- d. Accept monthly Treasurer's report
- e. Accept update on Endowment Committee membership: Co-Chairs Dick Sherman and Anita Mermel; member Jason Russell; member Ira Nelken terming out; Lenore Ralston moving from Chair to advisor, and widening the search for diversity in filling three seats

7:30 3. INFORMATION ITEM

- a. Ministerial Search: Presentation by Melissa James, UUA/Pacific Western Region, on the UUA ministerial search process, with question & answer period. Note: She will also present and answer questions at the Feb. 13 congregational meeting. Follow up Board action anticipated at March meeting.

8:15 4. MINISTER'S REPORT

8:25 5. LISTENING

- a. Announcements – Board Members, Minister, Executive Director
- b. Report from Board listening presence
- c. Congregants who wish to speak to the Board on agenda items or other matters

8:35 BREAK

8:40 5. DISCUSSION/ACTION ITEMS

- a. Freestone: Adoption of goals, process and 2022 timeline for the congregation to determine the future of UUCB's Freestone Retreat Property

9:10 6. BOARD COMMITTEE/TASK FORCE/LIAISON REPORTS

9:20 7. OUTGOING COMMENTS

- a. Appreciation to outgoing Board members Kerry Simpson, Ann Harlow, and Ariel Smith-Iyer
- b. Process observations, appreciations and related comments/ideas

9:35 8. ADJOURNMENT

February Listening Presence: Elaine
March Beacon (due Feb 15): Beth
March Listening Presence:

Aspirational Covenant of the UUCB Board of Trustees

Approved September 2019, updated May 2020

We as the UUCB Board of Trustees agree:

- To stay committed to connection even when we disagree;
- To recognize the fullness of our power, and the many responsibilities that power entails;
- To listen actively to each other and the congregation, and to seek out opportunities to do so;
- To be caring, respectful, present and open-minded;
- To work together to make the changes the congregation needs, as we keep the best interests of the congregation above our own and to live into our mission;
- To support and trust each other in our work;
- To remember the goal of our work is to build a thriving, loving congregation;
- To be unafraid in the face of hard decisions, to be unafraid of making mistakes, knowing that we will learn from them if we do, and to be unafraid of challenging sacred cows; and
- To come to decisions we all feel we can support while recognizing diverse views.

Land Acknowledgement Statement

As we begin, we want to acknowledge that this church occupies land in Huchiu, the unceded territory of the Chochenyo-speaking Ohlone people. We understand that we continue to benefit from the seizure and occupation of this land. We acknowledge and embrace our responsibility to take restorative action. We affirm that this is deeply felt and commit our congregation to be in right relationship with Indigenous communities, aligning in solidarity, supporting Indigenous projects, and caring properly for the land.

Mission Statement of the Unitarian Universalist Church of Berkeley

The mission of the Unitarian Universalist Church of Berkeley is to create loving community, inspire spiritual growth, and encourage lives of integrity, joy and service.

Vision Statement of the Unitarian Universalist Church of Berkeley

The Unitarian Universalist Church of Berkeley is a welcoming and vibrant congregation. We joyously support spiritual development guided by individual faith, reason, and conscience. We are committed to serving one another, the church community, the community at large, and the global community. We foster a spirit of generosity and trust that encourages care for our church home and affirms diversity and relationships consistent with Unitarian Universalist principles.

End Statements (Approved May 2, 2018)

UUCB is a vibrant multicultural, anti-racist, anti-oppressive congregation:

Reaching Out

- We embody and share Unitarian Universalism.
- Our communities experience UUCB as an active and dynamic partner in pursuing societal and environmental justice.
- People rely on UUCB in times of need.

Reaching In

- We invite people of goodwill to make a spiritual home with us.
- We celebrate the diversity of our congregation in the fullness of who we are.
- We reach out to one another across differences to connect in shared purpose.
- We have fun!

Building Up

- We are generous with our time, talent and treasure.
- We steward our financial resources responsibly.
- We are comfortable, open and transparent in discussing both personal and congregational financial matters.

Unitarian Universalist Church of Berkeley Board of Trustees Meeting

Wednesday, January 5, 2022

Meeting Conducted via Zoom Video Conference

Minutes – Draft

ATTENDEES

Voting members: Bill Brown, Randall Hudson, Elaine Miller, Beth Pollard, David Roberts, Ariel Smith-Iyer, Kerry Simpson, Cordell Sloan, Helen Tinsley-Jones

Ex officio members: Rev. Michelle Collins, Tess O’Riva (Executive Director), Ann Harlow (Secretary), Lenore Ralston (Treasurer)

Visitors: Selene Fabiano, Don Klose, David Lingenfelter, Larry Nagel, Jean Gleason, Kris Homme, Karen Elliott, Grace Ulp, Michael DeWitt, Cynthia Asprodites, Luana Pohlman, Fran Moulton, Marta Tobey

A quorum being present, the meeting was called to order by Beth Pollard, president, at 7:03 p.m. Elaine did the chalice lighting and reading, we checked in, Helen read the Board covenant, and Bill read the land acknowledgment.

CONSENT AGENDA

A motion for the following (M Cordell/S Helen) passed unanimously:

- Approve agenda
- Approve Board Meeting minutes of December 1, 2021
- Forward to the congregation for its approval the Congregational Meeting minutes of May 23, 2021
- Accept monthly Executive Director report
- Accept monthly Treasurer’s report

Minister’s Report: Rev. Michelle mentioned the newly created protocols in case of any staff or volunteers contracting or being exposed to Covid-19. The staff was pretty appreciative. There are no plans for being back in person for Sunday services or large gatherings any time in January. More applicants are needed for the custodian search and two event hosts, so she hopes those attending the meeting will help spread the word about these openings. They really need more A/V volunteers for Sundays. The staff are working on job descriptions for four Sunday positions. Additional volunteers will be needed when we return in person.

LISTENING

Announcements: None

Report from Board listening presence: Beth was the December listener and received one call, from Kris Homme.

Congregants who wish to speak to the Board: Kris Homme asked if Board members had read her letters regarding vaccinations, and it appeared that all had. She has great concerns about possible harm the vaccines themselves can cause. Jean Gleason offered to help with volunteer position descriptions.

DISCUSSION/ACTION ITEMS:

Approval of Congregational Meeting Agenda of February 13, 2022: Kerry asked if we could make the award presentations a little more personal, less “cold” than on Zoom. Ariel suggested having them do it live on the chancel, and Michelle said that would be tricky with a Zoom meeting (as opposed to a live-streamed service) but pre-recording the presentation could be done again. Motion to approve draft agenda (M Randall S Kerry) passed unanimously.

Annual Board self-evaluation and evaluation of its committees: Beth mentioned trainings and team-buildings that took place last February/March. She noted that Stewardship is not listed as a Board committee but seems to be considered such; ultimately it’s a Board responsibility. Randall suggested a quick, informal process of whether or not we think we are doing a good job. Or the congregation could be asked that simple yes/no question. Kerry commented that she thought the current Board is the best in years, partly in terms of its diversity. Kerry suggested the former Board presidents (who already convene as the Awards Committee) could suggest a format for the evaluation. Ann suggested all Board members could annually review the Governance Manual and asking if we are following it and whether any of it needs to change. They could also reflect on progress on the Ends Statements and the yet-to-be-defined benchmarks. Elaine suggested including a question about “is there something the Board could do better?” and commented that she likes the standing 6:30 executive session that Beth implemented. Beth said we should probably schedule a stand-alone time in late February or March for the self-evaluation. Helen moved and Cordell seconded that the past presidents/Awards Committee be asked to recommend criteria for evaluating the Board’s work. Randall suggested that a survey would be useful. Examples of board evaluation processes may exist. So the past presidents may discuss techniques as well as criteria. Ultimately the Board will be self-evaluating. The motion passed.

Annual Pledge Drive/Stewardship: Dave pointed out his recent email that there is no one so far willing to co-chair this year’s Stewardship Team. He had since heard from Patrick Cullinane that he is willing to do it. He has drafted a preliminary outline and will be talking further to key people in the coming days. A discussion during the break emphasized the need for humor, and Helen endorsed the idea of incorporating humor in the campaign. Ariel offered to join the team. Celebration Sunday will be March 27, but most of the work needs to happen in the next six weeks.

BOARD COMMITTEE/TASK FORCE/LIAISON REPORTS

Lenore reported that a subcommittee of the Finance Committee is working on suggested revisions for the Governance Manual section about the scope of the committee. The draft included with the agenda is a first pass. They would like more clarity on what exactly the Board wants from the Committee. Tess commented that it’s good to have someone paying more attention to the budget line items than the Board can reasonably do. There will be more checks and balances, points of view, in keeping an eye on church finances. They would welcome feedback on the draft. It will appear for action on a future agenda.

Bill, reporting on the Freestone Committee, said they are waiting to hear back from some specialists. Randall commented that getting a use permit looks like an uphill battle. Tess agreed, and Michelle said we will need to have a deep, intentional discussion on Freestone but not yet.

Randall said the Audit is underway. Tess is gathering data to give to the audit firm. The cleanup of the temporarily restricted funds is now complete. Smiley Nelson has volunteered to do tax returns for the two trust accounts. Michelle thanked Lenore for all she does.

Ariel said the Family Ministry Committee had not met in the last month and asked Michelle about the search process. It's about to kick into full gear. Helen said the Widening the Circle Committee will meet in late January and is seeking new members. Elaine said the Music Committee hasn't been meeting but she will ask Bryan if he wants anything reported to the Board next month.

OUTGOING COMMENTS – APPRECIATIONS

Ariel will thank Smiley. Helen expressed appreciation to all who set up the Christmas Eve open house, spearheaded by Michelle. About 50 people came by. Beth appreciates all the people helping with livestreaming Sunday services.

ADJOURNMENT

Beth adjourned the meeting at 9:11 p.m.

Respectfully submitted,

Ann Harlow, Secretary

UPCOMING EVENTS AND BOARD MEMBER RESPONSIBILITIES

January Listening Presence: Kerry
February Beacon article (due Jan. 15): Kerry
Next Board meeting: February 2, 7 p.m.

Annual Congregational Inventory 2022

Congregation ID 2112

Directory Listing

Last Updated: 01/25/2022 4:13 PM

Updated By: Caitlyn Vincent

Legal Name of Congregation UU Church of Berkeley
Alternate Name of Congregation
Acronym / Initials UUCB
Telephone Number (510) 525-0302
Website <http://www.uucb.org>
Email Address administrator@uucb.org
Mailing Address 1 Lawson Rd
Kensington, CA 94707-1015
Meeting Address (Same as Mailing Address)

Accessibility

Is your congregation's meeting space Wheelchair Accessible? YES
Please provide details about your wheelchair accessibility

Does your congregation provide Assisted Listening Systems? YES
Please provide details about your assisted listening systems

Virtual Services

Public URL for your Sunday service livestreams (if it exists)
<https://uucb.org/worship/upcoming-worship-services/>

Financial Statistics

Last Updated: 01/25/2022 4:15 PM

Updated By: Caitlyn Vincent

Total Expenses	\$1049062
Denominational Contributions Only	\$36000
Capital Expenses Only	\$124901
What was your Total Pledge Income for the most recently ended fiscal year?	\$429985
What was the total number of individual and family units making formal pledges for the most recently ended fiscal year?	199

Long-Term Investments and Debts

Does your congregation own or rent its primary facility?	OWN
What is the income (if any) from usage by outside parties of your building or rental space?	\$347138
What is the dollar value of your congregation's endowment and reserves at the close of its last fiscal year?	\$3089075
How much did your congregation own in long-term debt at the close of its last fiscal year?	\$50000

Membership and Attendance

Last Updated: 01/25/2022 4:12 PM

Updated By: Caitlyn Vincent

Unitarian Universalist members	329
Multi-Denominational or Federated Congregation members	
How many Non-Member Friends do you estimate are currently involved in or contribute to your congregation but are not members?	Not Collected
Total Participation - All Ages -- your best estimate for the number of people (of all ages) who are engaging with your congregation on a weekly basis in any of its virtual/online activities.	Not Collected
What percent of the total participation is from virtual/online participants? We recognize this can vary from week to week. Please provide the average percentage.	40%
Participation - Children and Youth Only -- your best estimate for the number of children and young (ranging in age from nursery through high school) who are engaging with your congregation on a weekly basis in any of its virtual/online activities.	Not Collected
What percent of children & youth participation is from virtual/online participants? We recognize this can vary from week from week. Please provide the average percentage.	0%
How many people (ranging in age from nursery through high school) are currently enrolled in Religious Education?	

Questionnaire: Cong. Diversity

Last Updated: 01/25/2022 4:18 PM

Updated By: Caitlyn Vincent

Of your congregation's members and non-member friends (329), what percentage do you estimate identify as Black, Indigenous and People of Color (BIPOC)?

5-9% (15-30)

Of your congregation's members and non-member friends (329), what percentage do you estimate identify as lesbian, gay, bisexual, transgender, or queer (LGBTQ)?

10-24% (31-79)

We employ 19 paid and full- and part-time staff (including ministers) of which 3 identify as Black, Indigenous and People of Color (BIPOC), including 0 religious professionals and 3 administrative/facilities staff.

Our Board/Standing Committee is comprised of 9 members of which 2 identify as BIPOC.

How has the leadership in your congregation who identify as BIPOC changed over the past year?

About the same

Which of the following has your congregation done **in the past year**, if any, to increase the racial and ethnic diversity of your congregational staff and volunteer leadership?

Formed community partnerships with outside groups (such as the NAACP); Leadership development; Recruitment and outreach programs; Revised/Updated hiring practices; Updated our Mission, Covenant, and Staff Covenant

Unitarian Universalist Church of Berkeley
October 2021 Treasurer's Report for UUCB's Board of Trustees
Respectfully Submitted, Lenore Ralston, Treasurer
February 2, 2022

SUMMARY:

Your financial team is immersed in UUCB's audit.

We need to be mindful of two major things: 1) ~108,000 came to us as a one-off from the Fed Government; 2) if we plan on filling the open staff positions, our budget is going to be much bigger. Our current salary savings as of this writing show as \$86,589.

There are a few other things I will point out:

Good news: (cf. Budget Comparison Report - attached):

At roughly half way through this fiscal year, UUCB is operating in the black with savings from various sources. In whole terms, our income to expense ratio has us in the black by \$122,984.

Further, if you look at the Balance Sheet we currently have \$604,783 in Mechanics Checking and \$287,560 in Mechanics Savings. Having said that, of the \$604,783 in Mechanics checking, \$400,729.19 is earmarked for the Cope Ministerial Housing Fund, and much of the money in Mechanics Savings represents the Temporarily Restricted Funds (TRNAs) that were replenished by the \$150,000 draw on the Board-designated Endowment earnings at the October 27th Special Congregational meeting.

Where has the Operating Budget surplus come from?

- Salary savings (from the loss of our Family minister, interim minister, absence of child care workers, and loss of our custodian);
- Associated salary savings (payroll taxes, employee health benefits, life ins, worker's comp, and UUCBs share of the retirement contributions);
- Low use of the campus as a result of COVID: (lower charges for garbage, water, electricity, and kitchen supplies);
- Intake of Angel (unexpected) gifts (~\$70,000);
- Stabilization of RE school rentals, including built-in annual increases (\$14,077/mo);
- Cottage rental (\$3100/mo);
- Sharing our campus with a Tongan Community church (\$1500/mo);
- Receipt of a federal COVID loan (forgiven) for over \$100,000 for the year.

In addition, the Finance Committee has freed-up money hitherto stranded in accounts with no signatories or means of access (~\$40,000);

Not such good News:

- This report hasn't yet entered many items in the expense column.
- The Bay Area as a whole are experiencing the highest inflation rates in forty years;
- Our anticipated pledge income is down \$10,865;

- Our anticipated Good Neighbor Collections are down \$1,844 (note - this figure could be off. Our Congregation displayed exceptional generosity during our last two food drives).

What we can expect in the immediate future:

Because of stock market fluctuations, our **Endowment earnings have been going down** for a time. Further, in the last six months of calendar year 2021, some indicators of returns (27.3 in June 2021 cf UUCEF Performance report June 2021) slipped to 8.2% in December 2021. There is no way to predict the ebbs and flows of the stock market. Concerns about record inflation might be tempered by economic pundit predictions that we will experience economic recovery by the end of the summer. Further, "The roughly \$1.2 trillion infrastructure bill contains an estimated \$550 billion in new spending above baseline levels will begin trickling through our economy. This spending touches every sector of infrastructure, from transportation and water to energy, broadband, and the resilience and rehabilitation of our nation's natural resources." This money will act as a huge stimulus. (<https://www.brookings.edu › the-avenue › 2021/11/21>)

Future:

Pledge catch-up - those who have pledged will catch up with their payments.

Increased pledges fed by the pledge drive and generosity of newly joining members.

Stabilization of the U.S. economy as the Fed raises interest rates.

When the church re-opens, we should be poised to **take advantage of all sorts of celebrations that have been postponed** due to COVID yielding a surge in our short-term rentals.

We need to be mindful of two major things: 1) ~108,000 came to us as a one-off from the Fed Government.

If we plan on filling the open staff positions, our budget is going to be much bigger.

Attach.

January Endowment Report

Comparison Budget report

Balance Sheet Report

UUCEF Performance reports for November and December 2021

UNITARIAN UNIVERSALIST COMMON ENDOWMENT FUND

UNITARIAN UNIVERSALIST ASSOCIATION

As of November 30, 2021

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Composite (Gross)	266,794,675	100.0	100.0	-3.1	-1.2	6.1	10.8	12.5	11.3	7.9	8.7	7.8	Jul-02
Allocation Index				-1.9	-0.1	7.6	11.8	11.4	9.8	7.3	8.0	7.2	Jul-02
Policy Index				-1.8	0.3	8.9	13.2	12.3	10.6	7.9	8.6	--	Jul-02
Composite (Net)	266,794,675	100.0	100.0	-3.2	-1.5	5.4	10.0	11.5	10.1	6.8	7.6	6.7	Jul-02
Allocation Index				-1.9	-0.1	7.6	11.8	11.4	9.8	7.3	8.0	7.2	Jul-02
Policy Index				-1.8	0.3	8.9	13.2	12.3	10.6	7.9	8.6	--	Jul-02
Domestic Equity Composite	87,498,943	32.8	33.0	-5.1	-0.2	12.4	19.7	19.2	17.7	13.2	15.8	11.6	Jul-02
Russell 3000				-1.5	5.0	20.9	26.3	20.2	17.5	13.9	16.0	10.6	Jul-02
Large Cap Equity	69,949,079	26.2	27.0	-5.2	0.8	12.4	18.5	20.8	19.4	14.2	--	16.3	Jul-12
Russell 1000				-1.3	5.7	21.5	26.7	20.6	17.9	14.2	16.2	16.0	Jul-12
Rhumblin	31,720,600	11.9		-3.7	0.4	16.7	21.4	11.3	11.0	9.5	12.6	8.1	Aug-05
Russell 1000 Value				-3.5	0.6	17.7	22.2	11.5	10.4	8.9	12.5	7.9	Aug-05
Sands	21,058,778	7.9		-7.6	0.6	8.3	15.4	31.5	28.6	18.9	20.8	14.9	Dec-03
Russell 1000 Growth				0.6	10.6	25.0	30.7	29.2	25.1	19.0	19.5	12.6	Dec-03
Ownership Capital Global Equity (USD) Fund, L.P.	17,169,700	6.4		-5.1	1.8	9.6	16.8	--	--	--	--	29.3	May-20
MSCI Kokusai				-2.2	3.7	18.2	23.3	17.6	15.2	10.9	12.6	32.8	May-20
Small/Mid Cap Equity	17,549,865	6.6	6.0	-4.6	-3.7	9.6	19.2	13.9	12.6	10.1	--	12.6	Jul-12
Russell 2000				-4.2	-4.4	12.3	22.0	14.2	12.1	10.9	13.1	12.9	Jul-12
Wellington SMID	9,775,476	3.7		-3.2	-1.5	17.8	28.0	8.0	6.8	--	--	8.1	Apr-16
Russell 2500 Value				-3.5	-1.0	21.5	29.9	11.9	9.4	9.0	12.0	11.4	Apr-16
WCM Investment Management	7,774,388	2.9		-6.2	-6.5	1.6	10.6	18.0	--	--	--	15.1	Jan-18
Russell 2000 Growth				-4.9	-6.1	2.4	11.9	16.1	14.7	12.1	14.1	12.9	Jan-18

- MSCI Kokusai is the MSCI World Index excluding Japan.



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International Equity Composite	64,510,272	24.2	22.0	-4.7	-5.6	1.3	6.6	12.1	11.4	6.4	6.9	6.5	Jul-02
<i>MSCI ACWI ex USA</i>				-4.5	-5.1	3.5	9.1	9.9	9.3	5.4	6.7	6.9	Jul-02
International Equity	42,650,787	16.0	14.0	-5.1	-3.0	3.5	7.9	13.2	11.9	7.3	--	8.5	Jul-12
<i>MSCI EAFE</i>				-4.7	-2.7	5.8	10.8	9.8	9.2	5.5	7.4	7.6	Jul-12
MFS International Concentrated	16,556,707	6.2		-2.8	0.4	5.1	9.7	15.3	13.7	8.7	--	8.6	Apr-13
<i>MSCI EAFE</i>				-4.7	-2.7	5.8	10.8	9.8	9.2	5.5	7.4	6.1	Apr-13
Boston Common	14,029,845	5.3		-5.9	-2.8	0.8	5.6	12.5	10.9	6.7	7.9	6.6	May-10
<i>MSCI EAFE</i>				-4.7	-2.7	5.8	10.8	9.8	9.2	5.5	7.4	6.0	May-10
Baxter Street	12,064,235	4.5		-7.1	-7.3	-1.5	2.4	11.9	11.4	--	--	10.4	Apr-16
<i>MSCI ACWI ex USA</i>				-4.5	-5.1	3.5	9.1	9.9	9.3	5.4	6.7	8.6	Apr-16
Emerging Market Equity	21,859,485	8.2	8.0	-3.9	-10.5	-2.6	4.9	9.4	10.1	4.2	--	4.5	Jul-12
<i>MSCI Emerging Markets</i>				-4.1	-11.0	-4.3	2.7	9.3	9.5	5.1	5.2	5.2	Jul-12
RBC Global Emerging Equity	10,401,322	3.9		-3.5	-10.6	-7.4	-1.2	7.7	9.0	--	--	7.7	Jul-16
<i>MSCI Emerging Markets</i>				-4.1	-11.0	-4.3	2.7	9.3	9.5	5.1	5.2	9.6	Jul-16
Acadian Emerging Markets Equity Fund	11,458,163	4.3		-4.3	-10.4	2.3	11.2	--	--	--	--	8.1	Jan-20
<i>MSCI Emerging Markets</i>				-4.1	-11.0	-4.3	2.7	9.3	9.5	5.1	5.2	6.7	Jan-20
Global Equity	24,626,082	9.2	10.0	-5.2	-3.7	--	--	--	--	--	--	4.2	Apr-21
<i>MSCI ACWI</i>				-2.4	1.5	14.0	19.3	16.0	14.0	10.0	11.4	9.0	Apr-21
GQG Partners Global Equity Fund	13,325,061	5.0		-4.1	2.0	--	--	--	--	--	--	11.1	Apr-21
<i>MSCI ACWI</i>				-2.4	1.5	14.0	19.3	16.0	14.0	10.0	11.4	9.0	Apr-21
Lindsell Train Global Equity LLC	11,301,021	4.2		-6.5	-9.6	--	--	--	--	--	--	-5.8	May-21
<i>MSCI World</i>				-2.2	3.3	16.8	21.8	16.9	14.6	10.6	12.2	6.4	May-21



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Fixed Income Composite	64,329,619	24.1	26.0	-0.4	-1.4	-2.4	-1.4	4.3	3.0	2.6	3.5	4.1	Jul-02
<i>Bloomberg US Aggregate TR</i>				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0	4.3	Jul-02
High Quality Fixed Income	31,772,436	11.9	12.0	0.3	0.4	-0.7	-0.8	5.3	3.5	2.9	--	2.9	Oct-14
<i>Bloomberg US Aggregate TR</i>				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0	3.2	Oct-14
Breckinridge-Treasury	3,689,708	1.4		2.7	5.0	-2.1	-3.3	11.9	--	--	--	6.9	Mar-17
<i>Bloomberg US Treasury Long TR</i>				2.7	5.1	-3.3	-4.4	11.3	6.7	5.3	5.0	6.8	Mar-17
Breckinridge - Corporate	7,093,245	2.7		0.0	-0.5	-0.9	-0.7	4.8	3.3	2.8	--	2.9	Nov-14
<i>Bloomberg US Govt/Credit Int TR</i>				0.1	-0.4	-1.3	-1.1	4.4	3.0	2.5	2.5	2.5	Nov-14
Stone Castle FICA for Impact	20,989,483	7.9		0.0	0.0	0.0	0.0	--	--	--	--	0.3	Jan-20
<i>91 Day T-Bills</i>				0.0	0.0	0.0	0.0	0.9	1.1	0.8	0.6	0.2	Jan-20
Flexible Fixed Income	32,557,183	12.2	14.0	-1.1	-3.1	-4.1	-2.2	3.7	2.8	2.3	--	2.8	Jul-12
<i>Bloomberg US Aggregate TR</i>				0.3	0.3	-1.3	-1.2	5.5	3.7	3.1	3.0	2.9	Jul-12
Brandywine Global Opportunistic	11,750,957	4.4		-0.8	-4.6	-5.9	-2.5	5.4	--	--	--	3.6	Mar-17
<i>FTSE WGBI TR</i>				-0.1	-1.7	-6.4	-5.1	3.8	2.9	1.8	1.1	2.9	Mar-17
Loomis Multi Sector	12,268,179	4.6		-1.1	-1.4	-1.3	-0.1	7.9	--	--	--	5.6	Mar-17
<i>Bloomberg US Govt/Credit TR</i>				0.5	0.5	-1.4	-1.3	6.3	4.1	3.4	3.3	4.0	Mar-17
<i>65% Bloomberg Aggregate / 35% Bloomberg HY</i>				-0.1	0.1	0.3	1.1	6.3	4.6	4.0	4.4	4.4	Mar-17
Franklin Templeton GMS	8,538,046	3.2		-1.5	-3.6	-5.5	-5.0	-3.9	--	--	--	-2.3	Mar-17
<i>Bloomberg Multiverse</i>				-0.4	-1.6	-4.5	-3.1	4.4	3.4	2.3	2.0	3.3	Mar-17
Opportunistic Investments	506,782	0.2	0.0	-0.2	-1.1	1.7	0.2	0.6	2.0	0.9	2.9	3.0	Dec-10
<i>CPI + 5% (Unadjusted)</i>				0.9	4.4	11.6	12.1	8.5	8.0	7.5	7.2	7.3	Dec-10
Entrust Class X	506,782	0.2		-0.2	-1.1	1.7	0.2	-3.9	--	--	--	-3.7	Jan-17



UNITARIAN UNIVERSALIST COMMON ENDOWMENT FUND

UNITARIAN UNIVERSALIST ASSOCIATION

As of November 30, 2021

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	Fiscal YTD (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Private Markets	16,383,676	6.1	5.0	5.9	14.3	24.9	33.4	14.2	13.2	10.6	--	10.5	May-14
<i>Private Markets Custom Benchmark</i>				<i>0.0</i>	<i>0.3</i>	<i>19.9</i>	<i>30.7</i>	<i>15.6</i>	<i>16.7</i>	<i>14.1</i>	<i>--</i>	<i>14.1</i>	<i>May-14</i>
Impact Funds	10,658,741	4.0	--	9.8	17.8	30.5	39.9	23.9	17.7	--	--	13.6	Jul-15
HCAP Partners IV LP	1,579,447	0.6											
Generation IM SS Fund III	2,527,308	0.9											
SJF Ventures	3,180,667	1.2											
RRG Sustainable	768,437	0.3											
Brockton Capital Fund III	2,029,286	0.8											
Grosvenor Advance Fund	423,595	0.2											
HCAP Partners V LP	150,000	0.1											
Non Impact Funds	5,724,936	2.1	--	-0.5	8.8	17.2	24.6	6.1	8.0	7.7	--	7.8	May-14
Canvas Distressed Credit Fund	1,303,098	0.5											
FEG Private Opportunities Fund	1,869,899	0.7											
OCP Orchard Landmark	2,551,939	1.0		0.1	2.3	6.9	8.4	4.5	--	--	--	6.2	Nov-17
<i>JP Morgan Corporate EMBI Broad TR USD</i>				<i>-0.4</i>	<i>-1.7</i>	<i>-1.2</i>	<i>0.1</i>	<i>6.7</i>	<i>5.3</i>	<i>4.9</i>	<i>5.5</i>	<i>4.4</i>	<i>Nov-17</i>
Community Development	2,764,367	1.0	3.0	0.0	0.2	1.2	1.2	1.4	1.3	1.2	1.3	1.6	Jul-07
<i>91 Day T-Bills</i>				<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.9</i>	<i>1.1</i>	<i>0.8</i>	<i>0.6</i>	<i>0.7</i>	<i>Jul-07</i>
Cash and Other	6,174,934	2.3	1.0										
Cash Account	5,399,603	2.0											
UUA SRI	775,331	0.3											

- Fiscal Year End: 6/30

- WCM Investment Management returns include Kennedy Capital returns from January 2018 to February 2019

- OCP Orchard performance is reported on a one month lag.

- Private Markets Custom Benchmark consists of 75% Cambridge Associates US Private Equity Index & 25% Credit Suisse Leveraged Loan Index as of 9/1/2018. The benchmark consisted of Cambridge Associates Global All Private Equity Vintage Year 2013+ 1 Qtr Lag benchmark prior to 9/1/2018 and of Cambridge Associates US Private Equity Index prior to 4/1/2015.

- Private equity is valued on a quarterly basis and updated as statements are received.

- Cash Market Value includes \$477,292.26 adjustment for pending capital additions into the UUA Endowment Fund. Cash and Other composite includes UUA SRI account.

- Net returns for the UUCEF Composite incorporate both investment management fees and UUA administrative fees/expenses.

- As of 1/1/21, the Policy Index is comprised of 27% Russell 1000, 6% Russell 2000, 14% MSCI EAFE, 8% MSCI Emerging Markets, 10% MSCI ACWI, 26% Bloomberg US Aggregate, 4% 91 Day T-Bills, and 5% Private Markets Custom Benchmark.



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Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





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UNITARIAN UNIVERSALIST COMMON ENDOWMENT FUND

UNITARIAN UNIVERSALIST ASSOCIATION

As of December 31, 2021

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	Fiscal YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Composite (Gross)	274,245,156	100.0	100.0	2.7	2.0	1.4	8.9	15.0	11.6	8.5	9.0	7.9	Jul-02
Allocation Index				2.7	3.8	2.7	10.6	14.1	10.1	7.9	8.3	7.3	Jul-02
Policy Index				2.4	3.7	2.9	11.8	15.0	10.8	8.5	8.8	--	Jul-02
Composite (Net)	274,245,156	100.0	100.0	2.6	1.9	1.1	8.2	14.0	10.5	7.5	7.9	6.8	Jul-02
Allocation Index				2.7	3.8	2.7	10.6	14.1	10.1	7.9	8.3	7.3	Jul-02
Policy Index				2.4	3.7	2.9	11.8	15.0	10.8	8.5	8.8	--	Jul-02
Domestic Equity Composite	90,189,469	32.9	33.0	3.0	2.6	2.9	15.9	24.2	18.2	13.7	16.0	11.7	Jul-02
Russell 3000				3.9	9.3	9.2	25.7	25.8	18.0	14.5	16.3	10.7	Jul-02
Large Cap Equity	71,733,967	26.2	27.0	2.5	2.2	3.3	15.2	25.2	19.9	14.7	--	16.5	Jul-12
Russell 1000				4.1	9.8	10.0	26.5	26.2	18.4	14.8	16.5	16.4	Jul-12
Rhumblin	33,408,190	12.2		5.3	6.3	5.7	22.9	16.6	11.7	10.3	13.0	8.4	Aug-05
Russell 1000 Value				6.3	7.8	6.9	25.2	17.6	11.2	9.7	13.0	8.3	Aug-05
Sands	20,347,988	7.4		-3.4	-6.4	-2.9	4.6	33.4	28.1	18.5	20.4	14.6	Dec-03
Russell 1000 Growth				2.1	11.6	12.9	27.6	34.1	25.3	19.6	19.8	12.7	Dec-03
Ownership Capital Global Equity (USD) Fund, L.P.	17,977,789	6.6		4.7	5.5	6.6	14.7	--	--	--	--	31.2	May-20
MSCI Kokusai				4.4	8.7	8.3	23.5	22.5	15.6	11.8	13.1	34.4	May-20
Small/Mid Cap Equity	18,455,502	6.7	6.0	5.1	4.2	1.2	15.2	20.4	13.4	10.6	--	13.0	Jul-12
Russell 2000				2.2	2.1	-2.3	14.8	20.0	12.0	10.8	13.2	13.0	Jul-12
Wellington SMID	10,398,063	3.8		6.3	6.9	4.7	25.2	14.5	7.1	--	--	9.1	Apr-16
Russell 2500 Value				5.2	6.4	4.2	27.8	18.3	9.9	9.6	12.4	12.2	Apr-16
WCM Investment Management	8,057,439	2.9		3.6	1.0	-3.1	5.3	24.3	--	--	--	15.8	Jan-18
Russell 2000 Growth				0.4	0.0	-5.6	2.8	21.2	14.5	11.7	14.1	12.7	Jan-18

- MSCI Kokusai is the MSCI World Index excluding Japan.



UNITARIAN UNIVERSALIST COMMON ENDOWMENT FUND

UNITARIAN UNIVERSALIST ASSOCIATION

As of December 31, 2021

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International Equity Composite	67,410,902	24.6	22.0	4.5	1.6	-1.4	5.8	15.3	12.1	7.7	7.7	6.7	Jul-02
<i>MSCI ACWI ex USA</i>				4.1	1.8	-1.2	7.8	13.2	9.6	6.6	7.3	7.0	Jul-02
International Equity	44,455,827	16.2	14.0	4.2	1.9	1.1	7.9	16.6	12.4	8.5	--	8.9	Jul-12
<i>MSCI EAFE</i>				5.1	2.7	2.2	11.3	13.5	9.5	6.8	8.0	8.1	Jul-12
MFS International Concentrated	17,389,581	6.3		5.0	6.1	5.4	10.3	18.6	14.3	10.1	--	9.1	Apr-13
<i>MSCI EAFE</i>				5.1	2.7	2.2	11.3	13.5	9.5	6.8	8.0	6.6	Apr-13
Boston Common	14,456,168	5.3		3.0	-0.1	0.1	3.8	15.5	11.0	7.6	8.4	6.9	May-10
<i>MSCI EAFE</i>				5.1	2.7	2.2	11.3	13.5	9.5	6.8	8.0	6.4	May-10
Baxter Street	12,610,077	4.6		4.5	-1.1	-3.1	3.0	15.6	12.1	--	--	11.1	Apr-16
<i>MSCI ACWI ex USA</i>				4.1	1.8	-1.2	7.8	13.2	9.6	6.6	7.3	9.2	Apr-16
Emerging Market Equity	22,955,075	8.4	8.0	5.0	1.0	-6.0	2.3	12.0	11.2	5.6	--	5.0	Jul-12
<i>MSCI Emerging Markets</i>				1.9	-1.3	-9.3	-2.5	10.9	9.9	6.1	5.5	5.4	Jul-12
RBC Global Emerging Equity	10,764,800	3.9		3.5	0.6	-7.5	-4.2	9.7	9.7	--	--	8.2	Jul-16
<i>MSCI Emerging Markets</i>				1.9	-1.3	-9.3	-2.5	10.9	9.9	6.1	5.5	9.8	Jul-16
Acadian Emerging Markets Equity Fund	12,190,275	4.4		6.3	1.3	-4.7	8.8	--	--	--	--	11.1	Jan-20
<i>MSCI Emerging Markets</i>				1.9	-1.3	-9.3	-2.5	10.9	9.9	6.1	5.5	7.4	Jan-20
Global Equity	25,481,139	9.3	10.0	3.5	2.5	-0.3	--	--	--	--	--	7.8	Apr-21
<i>MSCI ACWI</i>				4.0	6.7	5.6	18.5	20.4	14.4	10.9	11.9	13.4	Apr-21
GQG Partners Global Equity Fund	13,640,067	5.0		2.4	5.0	4.4	--	--	--	--	--	13.7	Apr-21
<i>MSCI ACWI</i>				4.0	6.7	5.6	18.5	20.4	14.4	10.9	11.9	13.4	Apr-21
Lindsell Train Global Equity LLC	11,841,072	4.3		4.8	-0.2	-5.3	--	--	--	--	--	-1.3	May-21
<i>MSCI World</i>				4.3	7.8	7.8	21.8	21.7	15.0	11.5	12.7	10.9	May-21



UNITARIAN UNIVERSALIST COMMON ENDOWMENT FUND

UNITARIAN UNIVERSALIST ASSOCIATION

As of December 31, 2021

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	Fiscal YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	7 Yrs (%)	10 Yrs (%)	Inception (%)	Inception Date
Fixed Income Composite	64,523,710	23.5	26.0	0.3	-0.3	-1.1	-2.2	4.0	3.0	2.7	3.4	4.1	Jul-02
<i>Bloomberg US Aggregate TR</i>				-0.3	0.0	0.1	-1.5	4.8	3.6	3.0	2.9	4.2	Jul-02
High Quality Fixed Income	31,704,994	11.6	12.0	-0.2	0.2	0.2	-0.9	4.4	3.4	2.9	--	2.9	Oct-14
<i>Bloomberg US Aggregate TR</i>				-0.3	0.0	0.1	-1.5	4.8	3.6	3.0	2.9	3.1	Oct-14
Breckinridge-Treasury	3,623,421	1.3		-1.8	2.7	3.1	-3.9	9.2	--	--	--	6.3	Mar-17
<i>Bloomberg US Treasury Long TR</i>				-1.4	3.1	3.6	-4.6	8.8	6.5	4.6	4.5	6.4	Mar-17
Breckinridge - Corporate	7,091,378	2.6		0.0	-0.6	-0.6	-1.0	4.4	3.3	2.8	--	2.8	Nov-14
<i>Bloomberg US Govt/Credit Int TR</i>				-0.1	-0.6	-0.5	-1.4	3.9	2.9	2.5	2.4	2.5	Nov-14
Stone Castle FICA for Impact	20,990,196	7.7		0.0	0.0	0.0	0.0	--	--	--	--	0.3	Jan-20
<i>91 Day T-Bills</i>				0.0	0.0	0.0	0.0	0.8	1.1	0.8	0.6	0.2	Jan-20
Flexible Fixed Income	32,818,716	12.0	14.0	0.8	-0.7	-2.4	-3.4	3.8	2.9	2.5	--	2.9	Jul-12
<i>Bloomberg US Aggregate TR</i>				-0.3	0.0	0.1	-1.5	4.8	3.6	3.0	2.9	2.8	Jul-12
Brandywine Global Opportunistic	11,847,693	4.3		0.8	-0.5	-3.8	-5.1	5.0	--	--	--	3.7	Mar-17
<i>FTSE WGBI TR</i>				-0.6	-1.1	-2.3	-7.0	2.7	2.9	1.8	1.0	2.8	Mar-17
Loomis Multi Sector	12,390,204	4.5		0.9	-0.5	-0.5	-0.4	8.1	--	--	--	5.7	Mar-17
<i>Bloomberg US Govt/Credit TR</i>				-0.3	0.2	0.2	-1.8	5.5	4.0	3.3	3.1	3.9	Mar-17
<i>65% Bloomberg Aggregate / 35% Bloomberg HY</i>				0.5	0.3	0.6	0.8	6.3	4.6	4.2	4.3	4.4	Mar-17
Franklin Templeton GMS	8,580,819	3.1		0.5	-1.2	-3.2	-5.0	-3.6	--	--	--	-2.2	Mar-17
<i>Bloomberg Multiverse</i>				0.0	-0.7	-1.6	-4.5	3.7	3.4	2.4	2.0	3.2	Mar-17
Opportunistic Investments	505,714	0.2	0.0	-0.2	-0.6	-1.3	1.5	1.5	1.6	1.1	2.8	3.0	Dec-10
<i>CPI + 5% (Unadjusted)</i>				0.7	2.9	5.1	12.4	8.7	8.1	7.6	7.2	7.3	Dec-10
Entrust Class X	505,714	0.2		-0.2	-0.6	-1.3	1.5	-3.8	-3.7	--	--	-3.7	Jan-17



UNITARIAN UNIVERSALIST COMMON ENDOWMENT FUND

UNITARIAN UNIVERSALIST ASSOCIATION

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Private Markets	16,808,086	6.1	5.0	2.2	7.9	16.9	27.6	14.5	13.3	10.7	--	10.7	May-14
<i>Private Markets Custom Benchmark</i>				<i>0.2</i>	<i>0.2</i>	<i>4.8</i>	<i>24.8</i>	<i>17.9</i>	<i>16.8</i>	<i>14.6</i>	<i>--</i>	<i>14.5</i>	<i>May-14</i>
Impact Funds	11,054,765	4.0	--	2.7	12.8	21.0	34.0	25.0	18.3	--	--	13.9	Jul-15
HCAP Partners IV LP	1,579,447	0.6											
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HCAP Partners V LP	445,276	0.2											
Non Impact Funds	5,753,320	2.1	--	1.3	0.0	10.3	18.7	5.9	7.7	7.7	--	7.9	May-14
Canvas Distressed Credit Fund	1,310,142	0.5											
FEG Private Opportunities Fund	1,891,745	0.7											
OCP Orchard Landmark	2,551,434	0.9		0.0	0.6	2.3	6.9	4.4	--	--	--	6.0	Nov-17
<i>JP Morgan Corporate EMBI Broad TR USD</i>				<i>0.3</i>	<i>-1.2</i>	<i>-1.4</i>	<i>-0.9</i>	<i>6.4</i>	<i>5.2</i>	<i>5.4</i>	<i>5.4</i>	<i>4.3</i>	<i>Nov-17</i>
Community Development	2,766,304	1.0	3.0	0.1	0.2	0.3	1.3	1.4	1.3	1.2	1.3	1.6	Jul-07
<i>91 Day T-Bills</i>				<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>0.8</i>	<i>1.1</i>	<i>0.8</i>	<i>0.6</i>	<i>0.7</i>	<i>Jul-07</i>
Cash and Other	6,559,833	2.4	1.0										
Cash Account	5,733,161	2.1											
UUA SRI	826,671	0.3											

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The opinions presented herein represent the good faith views of NEPC as of the date of this presentation and are subject to change at any time. Neither fund performance nor universe rankings contained in this report should be considered a recommendation by NEPC.

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Source of private fund performance benchmark data: Cambridge Associates, via Refinitiv





PROPRIETARY & CONFIDENTIAL

For the Board of Trustees Meeting of February 2, 2022

Endowment Committee – Membership Update

Lenore Ralston, having given of herself tirelessly throughout her six-year term on the Endowment Committee (EC), now steps down as Chair and member and has taken on the new mantle of Treasurer. She will stay on as an advisor so the EC will have the benefit of her knowledge and experience going forward. Dick Sherman and Anita Mermel, both current members, will assume the role of Co-Chairs. There are two other current members: Jason Russell stays on, and Ira Nelken terms-out this March when he completes his six-year term. In order to replace these members, and two others who termed-out last year, the EC will look to widen our circle and will consciously include in our search younger adults and POC among those members who either have compatible skills or the interest to learn about endowments.

Submitted by Dick Sherman & Anita Mermel



Checklist for Congregational Boards Engaging a Settled Ministry Search

Excerpt pertaining to during Interim Ministry:

During the interim ministry

- Board may invite the Transitions Program Manager to a board meeting or may attend an overview session with other boards (offered in February) to learn about the timeline and process of settled search.
- Board contacts UUA compensation consultant to discuss compensation and benefits. There is no charge for this service.
- Board identifies search committee candidates following process in [Settlement Handbook](#) (late winter the year before the ministerial call)
- Board establishes search committee budget---typically \$10,000 - 18% of projected minister's salary and housing amount (spring after interim ministry begins)
- Board signs up for search committee coaching (March-June). *Coaching is required for the UUA settled search process, and is available at a substantially discounted rate for congregations which contribute to our Annual Program Fund at the Honor level*
- Congregation votes on search committee at regular congregational meeting using process explained in the [Settlement Handbook](#) (April-June)
- Board identifies two board members to work with a member of the search committee as the negotiating team, and creates draft contract for settled ministry in the fall (PDF and Word versions available on [transitions webpage](#))
- Board lets the search committee do its work from June to the following spring, assisting with gathering documents, participating in cottage meetings, and offering support, not control
- Board members participate in the Beyond Categorical Thinking workshop led by UUA staff or volunteer trainers. This workshop promotes inclusivity in the search process and in ministry. The search committee will apply for and schedule the workshop in collaboration with leadership. *For 2022 searches and beyond, the cost of this workshop is covered by the coaching fee.*
- Negotiating team works with settled ministry candidate on contract agreement (late spring)
- Board participates in candidating week (late spring) with the ministry candidate chosen by the search committee, and holds a congregational vote on the last Sunday of that week
- The board submits Notice of Call to Transitions Office and Regional Staff after successful congregational vote

The start of a new settled ministry

- New settled ministry begins (August 1)
- Board participates in shared ministry start-up with UUA regional staff (usually fall-winter of first year of settled ministry)
- Board makes sure to budget for sabbatical coverage or the next ministry search

Complete calendars with precise dates of interim and settled search milestones and deadlines are available on the [transitions webpage](#). Board leadership and search committee members may contact the Transitions Program Manager, [Christine Purcell](#), or the [Transitions Office](#), at any time for assistance throughout the search process

Topic: Determining the Future of UUCB's Freestone Retreat Property

Goals:

- to achieve a result that is financially sustainable for the congregation and is mission-oriented
- to provide opportunities for members of the congregation to be fully informed on the issues and to express their views and feelings on the issues
- to move towards healing the hurt that has been done in the past
- to develop a proposal that is acceptable to as many members of the congregation as possible
- to discuss the issues openly, transparently, flexibly, and in the spirit of UUCB's congregational covenant and UU values

Process and Timeline:

- ***Approval of Timeline*** – process/timeline presented to the Freestone Committee and to the Board of Trustees for approval, then distributed to the congregation (1/18/22, 2/2/22, 2/13/22)
- ***Information Gathering Phase*** completion by 3/15/22 then distribution of info to congregation
 - Formal opinion write-up from Sonoma County real estate attorney
 - Another formal opinion write-up from person to be identified by the Freestone Committee
 - Compilation of relevant Sonoma County codes and guidelines
 - Finalizing of the list and estimates of work needed on the Freestone property & building
 - Formal assessment of feasibility of obtaining a conservation easement
 - Discussion & agreement on what other information (if any) is needed for this process (1/18)
- ***Education Phase***
 - Healthy Congregations workshop (3/10/22 and 3/12/22)
 - Conflict Transformation Skills for Congregations workshop (3/31/22 and 4/2/22)
 - Sermon/service on covenant and caring communication skills (date TBD)
 - Sermon/service/workshop/info on Nonviolent Communication method (NVC) (date TBD)
- ***Information and Sharing Phase*** – April – May
 - Town Hall Information and Q&A sessions on the current state of the issues, attorney opinions, numbers involved, etc – 4/10/22, 4/12/22, 4/24/22
 - One-on-one interviews with key leaders
 - Small group dialogues on the issues with a questionnaire filled out afterwards
- ***Healing Phase*** – late May & early June
 - History Wall timeline exercise – 5/21/22
 - Freestone Dialogue Day (large and small group discussions and exercises) – 6/11/22
- ***Visits to Freestone*** – June – August, some scheduled events or on own
- ***Progress Report and Summary*** shared with the congregation and leaders – August
- ***Problem-Solving Phase*** – Sept – Oct 2022
 - Session 1: brainstorming alternatives and possibilities on the issues – 9/17/22
 - Session 2: discussion of the possibilities – 10/1/22
 - Board plus key stakeholders discusses possibilities/proposals and forms agenda for congregational vote – 10/5/22

- ***Decision-Making Phase*** – Oct 2022
 - Special congregational meeting scheduled and notice sent to congregation
 - Town Hall Q&A sessions – 10/16/22 and 10/17/22
 - Small group dialogue sessions available (if warranted)
 - Special congregational meeting in 10/23/22
- ***Closure of Process*** – November prior to Thanksgiving 2022
 - Written report prepared by the interim minister for the board and congregation
 - Closing reconciliation worship service with recovenanting and community building