

**Towson Unitarian Universalist Church
Board of Trustees
January 17, 2018 Meeting Minutes**

Date/Time:	Wednesday January 17, 2018 at 7:30pm
Meeting:	Board of Trustees Monthly Meeting
Participants:	Jasmine Faelyn (President), George Harrison, Rev. Clare Petersberger, Neil Porter (President-Elect), Sue Walker, Carol Watkins, Luke Williams
Absent:	Karyn Marsh (Secretary)
Guests:	Jason Braspennickx
Location:	Towson Unitarian Universalist Church
Next meeting:	Wednesday, February 21, 2018 at 7:30pm

Pre-meeting Action Items:

Activity	Owner	Target Date
[These action items are to be completed before the meeting. Often, they are related to consent agenda items, which are items for which there is no discussion unless a member has a question concerning them]		
Read and provide revisions for December 2017 meeting minutes	All	12/20/17
Read and provide revisions for November 26, 2017 Town Hall meeting	All	12/20/17
Review 3 Year Rolling Plan – Attachment 5	All	12/20/17
Review Disruptive Person Policy (Appendix A)	All	12/20/17

Scheduled Agenda

CHALICE LIGHTING George convened the meeting with a chalice lighting.		George Harrison
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GO-AROUND		All
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CONSENT AGENDA	Time	Owner
Approve minutes for December 20, 2017 Board Meeting		Karyn Marsh
Approve minutes for November 26 Town Hall Meeting		Karyn Marsh
Accept President’s Report (Attachment 1)		Jasmine Faelyn
Accept Minister’s Report (Attachment 2)		Rev. Clare Petersberger
Accept O-Team Report (Attachment 3)		Neil Porter
Accept Finance Council Report (Attachment 4)		Monica Sweidel

DISCUSSION AGENDA	Time	Owner
Jasmine Faelyn asked if anyone wanted move any items from the Consent Agenda to the Discussion Agenda. There was some discussion regarding the Rolling Plan and the item regarding review of the DRE position. The word “request” will be added where appropriate in the December minutes to reflect that a	7:30 pm	

DISCUSSION AGENDA	Time	Owner
review of the position will be <i>requested</i> . Jasmine moved to the Discussion Agenda.		
<i>Governance Task Force Update</i>		Jason Braspennickx
<p>Jason Braspennickx submitted a revised prospective governance structure. Under this revised governance structure, the committee on ministries, the endowment committee and the finance committee would report directly to the board. The minister would be the chair of executive team and will provide linkage between the executive team and the board of trustees. The executive team would consist of the finance committee chair, house and grounds chair, minister and church administrator, who would be a full voting member. The personnel committee would be a standing committee of the executive team.</p> <p>With regard to the paid staff, the minister will have hiring and firing power but would consult the personnel committee (as well as the Board). Right now, only the board has the authority to hire and fire. There was discussion on the difficulties and issues that could arise with the Board as a group acting in this capacity.</p> <p>The Program Council would report to the Executive Team instead of to the Board. The chairs of the following committees/groups would participate in the Program Council: Lay Worship Associates, Music, ARE, YRE, Chalice Circles, Social Action, Green Sanctuary Committee, ADORE, Caring Committee, Membership Committee, Stewardship, Aging Together, Fundraising Committee, and Social media/communications.</p> <p>Jasmine asked who would be facilitating or chairing the Program Council and how often the Program Council would meet. Further research into other Program Councils needs to be done to see how they structure it, but the Program Council likely would meet monthly or at a minimum quarterly.</p> <p>Jasmine thinks that the president should be on the board after ending the term as president. Currently the past president chairs the nominating committee, which Jasmine finds to be not the best interests of continuity. By having the past president remain on the Board for a year after their term, the long term strategic goals of TUUC will be better advanced. This needs to be discussed further.</p>		
<i>Appoint Members of Endowment Research Task Force</i>		Jasmine Faelyn
Jasmine asked for discussion and vote on members of the Endowment Research Task Force. Currently, four people have agreed to be on the ERTF: Marian Michel, Jason Braspennickx,		

DISCUSSION AGENDA	<i>Time</i>	<i>Owner</i>
Jen Larson, and John Barry. However, Jason indicated that if Jane Selewach was available once she returned from Florida, he would like to rotate off it. The Board discussed extending the deadline for the ERTF to produce a report and agreed to September 2018. The Board voted unanimously to approve the charge and the members.		
<i>Brainstorm/Follow up/Approve nominations for Treasurer and Nominating Committee Chair</i>		Jasmine Faelyn
Jasmine renewed the discussion of potential candidates for treasurer and the nominating committee. Nancy Mears accepted the position on the Nominating Committee. With regard to the treasurer position, Neil Porter said that Darla Tewell is interested in serving the church, but she is not a member and not willing to become one. She prefers to remain a friend.		
<i>Approve Disruptive Behavior Policy (provided and recently revised by the COM)</i>		Jasmine Faelyn Jen Larson
Jasmine opened discussion on the Disruptive Behavior Policy, which the COM drafted last year and presented to the Board in June. The COM has discussed the comments of the Board from June and revised it accordingly. The Board discussed the revised policy. There was a suggestion to remove “any authorized church representative/official” in the first paragraph under the section entitled, “Immediate Response.” The Board members present voted unanimously to adopt the policy with the revision.		
<i>Gallery Unicorn Stipend</i>		Sue Walker
As mentioned in the last Board meeting, Emily Tarsell suggested offering a stipend to those who run the Unicorn Gallery. The Board discussed this possibility. However, it was determined that the Unicorn Gallery is a separate entity from TUUC. As such, the Board may not have the authority to give a stipend. The Board agreed to invite Emily Tarsell and Monica Sweidel to a future Board meeting to discuss this issue.		
<i>Review 3 Year Rolling Plan</i>		Jasmine Faelyn
<u>Adult RE promoted</u> : Move the reporting deadline to March 2018		Carol Watkins
<u>More Fun Activities</u> : As a wrap up for Stewardship at the end of February we will have a party. Could we do a game night. We will have to see as the church calendar is very full. More activities are planned for April.		Neil & Carol

DISCUSSION AGENDA	<i>Time</i>	<i>Owner</i>
<u>Reinvigorating and promoting Racial Justice:</u> There will be a book reading: Waking up White. There will be 4 discussion days on the book. There is a discussion guide put out by the Presbyterians which we can use with some modifications. There will also be a March on April 4 to commemorate the 50th anniversary of MLK assassination. Racial justice update in April 2018.		Sue Walker
<u>Visioning process for Religious Education</u>		Neil Porter
<u>Ensuring Fair-share Dues and Fair Compensation:</u> We are doing well financially for the beginning of the year. New members have pledged and some current members prepaid their pledges to get tax benefits. Claire says that the Stewardship Committee is doing a great job with the Let's Band together and putting people into teams. The Stewardship Brunch is Feb. 4.		Luke & Monica
<u>Focus congregation on new members:</u> We have gotten 20 new members since June 2017. Karyn and Membership committee are doing a great job. New members noted that they had gotten a warm welcome when they came.		Karyn & Carol
<u>Installation of security cameras and key card system:</u> Cameras were installed but the key fobs are not working yet. It should be completed in Feb.		Carol, Kai, Neil
<u>Incorporate more theistic language in worship:</u> We have had more theistic language in worship. Claire has intentionally used the word "God" more often and she has not gotten negative feedback. The evaluation is ongoing. We can review it again in June 2018.		Clare & Andrew
PROCESS OBSERVATION REPORT		Carol Watkins

Having no further business before it, the meeting adjourned at 9:05 pm.

HOMEWORK: None	Board of Trustees
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Responsibilities for Upcoming Board Meetings

	Chalice Lighter	Threshold Article	Process Observer
November 2017	Sue	Sue	Sue
December 2017	Karyn	Luke	Jasmine
January 2018	Carol	Karyn	Luke
February 2018	George	Neil	Carol
March 2018	Luke	George	George
April 2018	Clare	Luke	Carol
May 2018	Jasmine	Karyn	Karyn
June 2018	Neil	Jasmine	Clare

TUUC Town Halls and Congregational Meetings 2017-2018

November 26th 2017

Sunday February 4th 2018 (CANCELLED)

Sunday April 15th 2018

Sunday May 6th 2018

Sunday June 3rd 2018 Annual Congregational Meeting

APPENDIX A, STANDING COMMITTEE REPORTS:

COMMITTEE ON MINISTRIES, Submitted by Jen Larson:

Long overdue, but I finally closed the loop with the rest of the COM members to update the Disruptive Behavior Policy, which the Board had some follow up on back in June 2017.

I dug back through emails and Board Meeting Minutes, and while the Conflict Resolution Policy update was accepted by the board, there was one more step to finalizing the Disruptive Behavior Policy, namely defining what a disruptive person was at the outset. In the attached revision I have placed the section that leads off the sample UUA Disruptive Behavior Policy above the paragraph that started out with "The Unitarian Universalist Church of Towson".

I believe the next step is to forward this to you for consideration by the Board, emphasizing that the opening of it directly copies the sample UUA policy on the topic.

From the Tuesday, June 20, 2017 Board Meeting Minutes:

4. Proposed COM policies

The Committee on Ministries has been working on updating The Conflict Resolution Policy and drafting a Disruptive Behavior Policy. Both are attached as Attachment 6.

The revised Conflict Resolution Policy was approved unanimously after Jen Larson, a COM member, explained the changes made and reasoning for making the changes. She did note that some of the elements of the Conflict Resolution Policy were removed because they thought these provisions would be better placed in a Disruptive Behavior Policy. The Board had no questions or concerns.

With regard to the proposed Disruptive Behavior Policy, Karyn Marsh expressed concern over the definition of "disruptive behavior." While she expressed support of having a Disruptive Behavior Policy, she was concerned that there be some definition of what is meant by "disruptive behavior." While the draft policy indicates that disruptive behavior would be considered actions that are dangerous, disruptive and offensive, she noted that "offensive" is subjective, that is, what is offensive to one person may not be offensive to another. For example, one church member might make a statement in a group setting that another member disagrees with, finds disturbing or finds to be challenging his or her authority or position and is therefore offended. Would that constitute "offensive" under this policy? What about legitimate challenges to decisions made by lay leaders? Are they disruptive under this policy? Where do we draw the line on what is disruptive?

Anita Cox further asked whether the policy applies to children. Jen responded that the policy would not apply to children, only to adults.

Neil Porter suggested putting the definition of disruptive behavior at the beginning of the policy to make clear that the policy covers extreme behavior that is objectively disruptive and offensive.

Tom Harris suggested tabling this discussion and having an attorney review the policy.

Jen said the COM is meeting next week, and they will amend the policy with a more precise definition for presentation at the next Board meeting.

POLICY REGARDING DISRUPTIVE BEHAVIOR

(Dec 2017)

While openness to a wide variety of individuals is one of the prime values held by our congregation and expressed in our denomination's purposes and principles, we affirm the belief that our congregation must maintain a secure atmosphere where such openness can exist. When any person's physical and/or emotional well-being or freedom to safely express his or her beliefs or opinions is threatened, the source of this threat must be addressed firmly and promptly, even if this ultimately requires the expulsion of the offending person or persons.

Disruptive behavior of an individual within the church building may lead to concerns about one or more of the following:

- Perceived threats to the safety of any adult or child;
- Disruption of church activities; or
- Diminished appeal of the church to its potential and existing membership.

The Unitarian Universalist Church, Towson, MD (hereinafter called the church) is a place of safety and integrity for each person's mind, body, and spirit. We are a supportive and nurturing faith community, honoring and respecting the rich diversity of those gathered here. Recognizing that warmth, beauty, kindness, and passion will shape us as a congregation of goodwill, generosity, and presence, we covenant to affirm and promote:

- Honesty and authenticity in our relationships
- Words that are supportive and caring, not belittling or demeaning
- A welcoming and non-judgmental attitude
- Respect for each person's boundaries of mind, body, and spirit
- Refraining from displays of temper
- Honoring the gifts and blessings of thought and deed

Therefore, the following shall be the policy of the church with regard to disruptive behavior by an individual or individuals.

REPORTING DISRUPTIVE BEHAVIOR

Any person who believes that they have witnessed or experienced disruptive behavior or who has had a disruptive behavior incident reported to them should report it to any of the following:

- The Minister(s)
- Any member of the Board
- Any paid member of the church staff
- Any officer

If required by law, policy, regulation, or otherwise judged to be warranted, the minister or an authorized church representative/official will immediately report the incident to the proper authorities.

The church will not retaliate against anyone who brings forward a complaint. All church leaders and staff are required to immediately report any knowledge of disruptive behavior to the minister, any board member, or paid member of the church staff.

While the church cannot guarantee absolute confidentiality, the church will make every reasonable effort to maintain confidentiality by disclosing the identity of the individuals involved only on a "need-to-know" basis and as necessary to investigate and resolve the complaint.

IMMEDIATE RESPONSE

If an incident of disruptive behavior occurs, or is reported, the minister or any authorized church representative/official will undertake an immediate response to such behavior. This may include asking the offending person or persons to leave, or suspending the meeting or activity until such time as it can be safely resumed. The police may be contacted if further assistance is needed or if the circumstances warrant such action.

Any time an action of immediate response is rendered by an authorized church representative/official, the incident and action must be reported to the minister and the Board President (or President-elect). The Board President (or President-elect) shall appoint a committee, or designate a Board member, to investigate the situation and recommend what steps should be taken before the offending person or persons may be allowed to return to church activities. A letter detailing these steps will be sent to the offending party or parties.

MORE DELIBERATE RESPONSE

In situations not requiring an immediate response, the incident must still be reported by an authorized church representative/official to the minister or the Board President (or President-elect). The Board President (or President-elect) shall appoint a committee, or designate a Board member, to investigate the situation and recommend a course of action observing the following:

- There will be no attempt to define "acceptable" behavior in advance
- Persons identified as disruptive will be dealt with as individuals; stereotypes will be avoided

The committee or designated Board member will collect all necessary information. To assist in evaluating the problem, the following points will be considered:

- **DANGEROUS** - is the individual the source of the threat or perceived threat to persons or property?
- **DISRUPTIVE** - how much interference with church functions is occurring?
- **OFFENSIVE** - how likely is it that prospective or existing members will be driven away by the disruptive behavior?

To determine the necessary response, the following points will be considered:

- **CAUSES** - why is the disruption occurring? Is it conflict between the individual and others in the church? Is it due to a professionally diagnosed condition or mental illness?
- **HISTORY** - what is the frequency and degree of disruption in the past?

- **PROBABILITY OF CHANGE** - how likely is it that the problem behavior will diminish in the future?

The committee or designated Board member will decide on the necessary response on a case-by-case basis. However, the following levels of response will be followed:

LEVEL ONE – The committee or designated Board member will meet with the person or persons and other related parties to communicate their concern about the disruptive behavior. If the behavior cannot be resolved, it would proceed to level two and the full Board will intervene. Additionally, the behavior will be referred directly to the Board:

1. If the individual has been in significant resolutions before, then the committee or designated Board member will infer that repeated resolution attempts have not worked.
2. If the issue affects the larger congregation

LEVEL TWO – If, after attempts to resolve the situation using methods detailed in LEVEL ONE, the disruptive behavior continues, the full Board will become involved. It may be determined that the offending individual(s) needs to be excluded from the church and/or specific church activities for a limited period of time, with reasons for such action and the conditions of return made clear in a written notification.

LEVEL THREE – The Board, after careful consideration, may determine that the offending individual(s) may be removed from the membership and, if warranted, excluded from the church premises and all church activities. This determination will be made as a result of a majority (two thirds) vote by those Board members present. Notification of such a decision will be made in writing, and will detail the offending individual’s right to possible recourse.

Any decision and/or action rendered under LEVEL THREE may be appealed, in writing, to the Board within thirty days of the letter of notification.

Any church member who wishes to know the identity of the removed member may ask the minister or any member of the Board. The Board will decide if, and how, to communicate the member’s removal to the congregation.

POSSIBLE REINSTATEMENT OF REMOVED INDIVIDUAL

Any request for reinstatement must be made by the member who was removed from membership. The request must contain information relative to the rationale for reinstatement: 1) a statement of understanding of the reasons for which he/she was removed from membership and 2) an explanation in detail how circumstances and conditions have changed, such that a reinstatement would be justified. The request shall go to the Board. The Board will review the request and respond within sixty days as to whether or not to reinstate the removed member. The decision of the Board shall be final and not subject to further appeal. A reinstatement request may be made no sooner than one year following the removal. In the event that a reinstatement request is not granted, any subsequent reinstatement requests may be made no sooner than one year following the member being informed of a denied request.

ATTACHMENT 1
PRESIDENT'S REPORT

Per the December Board meeting, I contacted the Nominating Committee informing them that Nancy Mears has been approved to fill the vacant spot on the committee and encouraging them to select a chair.

Respectfully submitted,
Jasmine Faelyn

ATTACHMENT 2 MINISTER'S REPORT

WORSHIP

December 17 we explored hope and the winter solstice through a terrific collaboration between our worship, music, and religious education ministries! It was standing room only!

Christmas Eve fell on a Sunday so we had a 10:30 a.m. service on Unitarian Universalist contributions to Christmas; a 5:30 p.m. family service on December Spirits and the spirits in the nativity story with special music by our students and Ellie Hughes; and a 7:30 p.m. service on the shepherds with our Choir. I am grateful to Tracy and Joyce for all their work on the Christmas Eve services!

I attended the Watch Night service Karyn Marsh delivered on December 31.

We began our exploration of what it means to be a people of intention by welcoming 17 new members on January 7. Karyn Marsh, Monica Sweidel, and Stephen Brown Pearn welcomed new members. Anita Cox delivered the time for all ages. And the Choir will offer us their gifts of music.

This Sunday, we will be conducting our “The Promise and The Practice” Sunday for the Unitarian Universalist Association. I am grateful for the participation of so many members of TUUC ADORE. As the Board agreed, funds raised will go to Black Lives UU.

I officiated at the beautiful wedding of Joe Tumbler and Kathy Tripp on December 17. I received this lovely thank you:

Hi Clare

We haven't yet thanked you for officiating at our wedding. You were so fantastic it almost defies words.

You made us feel so very comfortable, and this warmth just poured out into the audience. Everyone there thought it was a great service and thought you were wonderful.

We are now two days into our honeymoon and still speaking to each other 😊.

Kathy and I send out thanks and our love.

The Tumblers

I worked with the Culbertson family on the celebration of life for Charlie last Saturday. It was a beautiful service. Because she is in home hospice care, Ellen could not be there but her grandchildren Facetimed so that she could see and hear the service.

And I am meeting with the sons of Marilyn Ham to finish planning her celebration of life this Saturday.

I met with David Mattingly and his fiancé, Balil, to plan their March wedding.

I wrote descriptions of worship for three January worship services and my part for the stewardship letter.

PASTORAL CARE

I have made 8 pastoral visits since our last meeting. Lay Pastoral Associates met December 10 and brainstormed a list of possible additional LPA's. So far, Len Proctor has accepted. Caring Committee was scheduled for Jan. 4 and Lisa asked it to be rescheduled to February.

EDUCATION

I met with six local colleagues on Monday for our second session of spiritual deepening (a retreat really) around the theme of safe and sacred places from childhood. Our opening words for worship on January 21 are thanks to the opening words from this retreat.

INNER LIFE

I met with the A Dialogue on Race and Ethnicity task force for five minutes on January 2 (it conflicted with a Membership Committee meeting.) I attended the January O-Team meeting.

I met with the COM in January.

I met with the Governance Task Force on December 28 to continue work on the structure we envision after receiving feedback from the Board.

I met with the Membership Committee.

OUTREACH

The TUUC Adore Group is planning another conversation or series of conversations to focus primarily on our own congregation and continuing to unpack the knapsack of white privilege and systemic racism. I have suggested that we read "Growing Up White In America" and schedule a series of dialogues around that book. It's the book that Towson Presbyterian is currently reading so it would give us an opportunity for relationship building around this issue with other local congregations.

I am preparing to deliver an invocation to the Maryland State Senate at the end of this month and at the invitation of Senator Jim Brochin.

DENOMINATION

Our observance of "The Promise and The Practice Sunday" is part of our connection to the Unitarian Universalist Association. I continue to deposit and write checks for the Chesapeake Unitarian Universalist Association.

Respectfully submitted,
Clare

**ATTACHMENT 3:
OPERATIONS TEAM REPORT**

Please see the Operations Team Report that is posted separately.

**ATTACHMENT 4:
FINANCE COUNCIL REPORT**

Financial Report for July 1, 2017 through December 31, 2017

Monica Sweidel, Chair

Projections for remainder of the fiscal year

We are half way through the fiscal year, so this seems like a good time to look at where we stand, especially in light of the \$24,000 rental that withdrew.

Total budgeted income for entire fiscal year	\$415,344
Total received this year from all sources	\$302,977
Difference	\$112,367
Expected pledges (100%)	\$ 78,228
Endowment contribution	\$ 8,029
Rentals (realistic, doubling current)	\$ 11,000
Fundraisers	\$ 4,000
Total	\$101,257

This leaves a gap of about \$11,000. What makes this not seem like a serious problem is that we have had 17 people sign the book since June 4, 2107, and they have made over \$10,000 in pledges. These were not in the budget amount since they came in after the budget was approved. There are several new members who have not made pledges yet.

Income and Balances

PNC Checking	\$ 70,875 (\$45,000 more than November)
Schwab Money Market	\$ 26,617 (up more than \$14,000 since November)

This is a significant increase over last month, but keep in mind that a large number of people paid their pledges in full before the end of the tax year.

We have finished 50% of our fiscal year, and we have received 67% of the budgeted plate (\$10,390), 124% of the auction (\$25,446), and 74% of the budgeted pledges (\$221,598). We are low on other fundraising at 14% (\$684), but several fundraisers have been planned for spring. We hope to bring in a total of \$5000 from non-auction fundraisers. Rentals are at \$11,053 (27%), but the budget included that \$24,000 rental that fell through.

Expenses

Under operations, some of the items that stand out (not what we expected for this time in the fiscal year) are bank charges/brokerage fees (35%), house and grounds (69%).

Otherwise, everything else is on target.

**ATTACHMENT 5:
Three Year Rolling Plan
Developed 8/26/2017
Updated 11/23/2017**

Our Vision is to be an intentionally inclusive community engaging with each other and the world in a heartfelt search for truth and meaning.

Our Mission is to deepen our ethical and spiritual lives together as we work for racial, social, and environmental justice.

Goal	Task	Point Person	Rep. Date	Status/ Update
Congregational Vision for Lifespan Religious Education	Understand/develop process to track accurate data for YRE attendance numbers	Neil & Clare	Dec.	A
	Initiate visioning process for Religious Education ministry for 1-3 years. (Bring in Pat Infante) support/teaching & volunteering	Neil	Jan 2018	E
	Adult RE promoted	Carol	Dec	E
	Request DRE Position Review	Luke & George	Q1 2018	E
Address Governance Structure	Develop new structure and related bylaws/procedures	Karyn Jason	2019	E
	Appoint preliminary executive team	Karyn Jason	June 2018	E
	Communicate with congregation through iterative process	Karyn Jason	2019	E
Cultivate shared understanding of fiscal responsibility and attitude of abundance	Capital Campaign for funds in Building Maintenance	Neil & Sue	2019	E
	Build cash reserves	Sue	Feb	E
	Gather information and educate re: policies regarding endowment	CoM Jasmine Jason	2018	E
	Ensure fair share dues and fair compensation for staff	Luke Monica	Jan 2018	E
	Review financial process assessment from Rev. David Pyle	Jasmine	Q1 2018	E
	Congregational conversation regarding outcomes of fiscal anxiety and disagreements including addressing withholding pledges	Karyn (get someone from region)	Feb 2018	E
	Build on success of last year's Stewardship Campaign	Sue Anita, Monica	Mar 2018	E

Goal	Task	Point Person	Rep. Date	Status/ Update
Increase community engagement	Focus congregation on potential new members	Karyn Carol	Jan 2018	E
	More intentionally fun activities/ Possibility of open events to community & better promotion of such events.	Neil Carol	Dec 2017	R
	March together!	George	Feb 2018	E
Become known for Racial Justice efforts	Reinvigorating and promoting racial justice group (ADORE Action Group)	Sue	Dec 2017	E
	Rededicating ourselves to Black Lives Matter	Clare Sheila, Darla, Monica	Nov 2017	A
	Install cameras and card key system for safer facilities.	Carol Kai & Neil	Jan 2018	R
Growing Spirituality and Worship	Incorporate more theistic language in worship	Clare Andrew	Jan 2018	E
	Develop process to address structure of Sunday morning services and programs	Sue Karyn	Feb 2018	E
	Evaluate opportunities for personal spiritual growth	Neil Carol Luke	June 2018	E
	Evaluate theme based ministry	Clare Luke	April 2018	E

Status Key:

- E- Established
- C- Continued
- R- Revised
- D- Discontinued
- A- Achieved

Additional idea and questions to consider at future updates:

Look at goal regarding membership (what does it mean to grow) in year 2.