

Our Mission is to enable persons to encounter the living God as disclosed through Jesus Christ, to serve and celebrate God in an ever-changing society.

BROADWAY CHRISTIAN CHURCH

Board Meeting
December 2 2025

PRESENT - 2 Staff, 24 Members, 8 Guests

Staff - Sarah Taylor Peck, Andrew Taylor Peck

Members - Eric Lybeck Brown, Chuck Watts, Martha Jolly, John Cassels, Dan Miller, Brent Ghan, Robin Perso, Bob Whittet, Adrienne Black, Scott Gray, Melanie Karrick, Carla Espy, Debbie Henderson, Linda Poehlmann, Lynelle Phillips, Ken Askren, Stuart Smith, Darlene Miles, Shawna Schulte, Mike Crews, Kristen Crews, Tina Van Ness, Todd Rauch, and Carol Sulltrop

OPENING PRAYER - Melanie Karrick

INFORMATION ITEMS

LEADERSHIP MOMENT - Melanie Karrick

Prior to the meeting, Melanie emailed several documents for review.

- Letter to the Board dated July 23, 2025 (in regard to policies and procedures and Safe Conduct Policy)
- Staffing Analysis and Recommendations (2023 Sarai Rice, Consultant) (recommendations regarding Broadway's performance management practices)
- Summary of Facilitator's Recommendations (July 2025 Sarah Reed) (dealing with trust and communication issues that need to be resolved as relate to "structural issues" that are not clearly defined)
- Letter to the Congregation (August 2025 Melanie Karrick, Board Chair) (stating wishes for the new church year)
- Perspective on Mark Briley resignation (November 2023 David Shirey, interim minister)
- Public Comment Standing Rule Document ("The purpose of the public comment period is to provide an opportunity for members of the congregation and community to express their views to the Church Board. This is a time for the Board to listen and receive input, not a time for dialogue, debate or decision-making on items not on the agenda." This was presented as a rough draft and a place to start the conversation regarding public comment.)
- Roberts Rules of Order, Simplified

REVIEW OF MEETING PROCEDURE - Melanie Karrick

Discussion of Roberts Rules of Order

SCOTT GRAY

It was hoped that the financial reports would be available to the Board in October; however, several issues prevented their completion. Kurt Himmelmann, Finance Manager, came into his position without training and no access to the needed information. Kurt tells Scott that the credit card reconciliations haven't been completed in several months. In response to the need for extra help, Melanie and Scott spent much time getting the credit card receipts in order and identifying their source. In the future, a form will be provided on which to attach the receipt and list pertinent information.

MINISTRY AREA REPORTS

A. CHILDREN - Shawna Schulte

RECENT DEVELOPMENTS

- Catherine Wallis has taken a full-time job with CASA because we could not offer her more hours. She will continue at Broadway in her part time capacity.
- Trunk or Treat was a great success. It was moved inside and it turned out fine. Approximately 250 kids attended, and we had 17 "trunks".
- Wednesday family night on 11/12 had 17 kids attending.
- (Update on 12/2) - The committee is concerned about finances. They have overspent the first quarter of the church year.)

FUTURE PLANS

- December 10 - Family night - hosted by the Parent Lounge - Christmas party theme
- December 11 - 13 - Our kids are making Smores Kits for the O Holy Lights to sell. They will be caroling on the afternoon of December 13 and then come back to sing a few songs at O Holy Lights.
- December 14 - Christmas Pageant Day! We have 14 kids currently in the pageant, but we add kids each week. They will be performing at the 9 am and 11 am services.
- Family Nights in January will be geared more to the original idea - family and kids doing activities together instead of the babysitting it has become this fall.
- We are actively seeking more volunteers for the Children's programming. Volunteers for both the children's church time and Sunday School time. Over the last year we've lost a lot of our "regular" volunteers and are looking to recruit new ones.

QUESTIONS FOR OR REQUESTED ATTENTION OF THE BOARD

- What are we doing to promote the Youth Minister job opening? We had several candidates last year, but none this year. Without a Youth Minister, Abigail, our part time Children's and Youth Assistant is having to spend most of her time with Youth. This is fine now, but we are worried that as we go into spring, and more things are happening we will need Abigail's time to be split more equitably.

B. YOUTH - Mike Crews

RECENT DEVELOPMENTS

- Halloween at the Webel's house
- Trunk or Treat
- Friendsgiving at the Taylor Peck's, Youth group hangout at The Loft
- Youth Make a Difference Day - youth raked leaves at 6 member houses
- Salvation Army Christmas parade
- (Update on 12/2 - There have been 3 applicants for Youth Director.)

FUTURE PLANS

- December 4 - Salvation Army bell ringing
- December 6 - Children's holiday business fair
- December 7 - 2nd annual youth Christmas party at the Taylor Peck's
- December 13 - Youth and children caroling

C. DEACONS - Dan Miller

RECENT DEVELOPMENTS

- Deacons will receive final instructions to participate in Shepherding Groups. Elders will lead these groups and connect with their Deacons to begin the program in December.
- The process of standardizing how funds are handled has been completed by the Exec Committee and Finance. The goal is to standardize and secure the way we handle all funds at Broadway. For Deacons, this means we will be counting and recording the cash, number of envelopes and number of checks (not amount given). The changes will be shared with all Deacons at our Nov 23 Deacon meeting and start Nov 30. We will also email these changes.
- (Update on 12/2 - Elders have contacted Deacons for Shepherding groups. The Sunday morning process for turning in collected money to the office seems to be going well.)

FUTURE PLANS

- We are soliciting volunteers to Deacon for the 3 Christmas Eve services.

D. ADULT DISCIPLESHIP - Martha Jolly - Our team hasn't met since our last report.

CARELINK - Patsy Dalton/Linda Poehlmann

RECENT DEVELOPMENTS

- This past few weeks have been extremely active for CareLink volunteers as they dealt with the loss of four members of Broadway: Dan Scotten, Roger Fisher, Jan Varnum, Zig Letourneau
- CareLink assisted in many ways with the preparation of meals or refreshments for those attending the funerals, greeting, providing comfort to families, getting information out to our CareLink Volunteers, etc.
- As all of us know, the church family pulled together to provide comfort and support and will continue to do that for those who have suffered loss.
- We also continued our CareLink ministries such as cards, calls of concern, meals, flowers and, of course, prayers.
- We always welcome anyone on the Board to join us in any of our CareLink ministries.

FUTURE PLANS

- We continue to bring communion to those who are in care facilities or in their homes. This was a new ministry for CareLink as we replaced this service that was previously provided by Elders. So far, it has worked well, and we are always open to suggestions of anyone you know who might wish to have communion brought to them.
- And, as always, we could use more volunteers. So please be alert to anyone who is hoping to get more involved in the ministries of CareLink. We welcome them with literally open arms!

E. ELDERS - Eric Lybeck-Brown

RECENT DEVELOPMENTS

- Final Shepherd Team lists were distributed to Elders at the November meeting.
- Elders will communicate with Deacons.
- Teams will begin reaching out to congregation members!
- (Update on 12/2 - The Elders are no longer "planning," they are "doing.")

FUTURE PLANS

- December meeting will be replaced with a holiday gathering.

F. FELLOWSHIP - Tina Van Ness

RECENT DEVELOPMENTS

- The Fellowship Committee provided food for the annual Trunk or Treat event on Sunday, October 26, organized by the Children's Education department. We served approximately 250 hot dogs, buns, chips, and bottled water, so approximately that number of participants enjoyed the food we offered. It was a fun event and a great opportunity for our Church to do something fun for the Columbia community.
- Members of the Fellowship Committee also participated in providing a meal following the ordination of Terry Overfelt. Pulled pork, slaw, baked beans, chips, desserts and drinks were served. We were pleased to be able to be a part of this lovely celebration.

FUTURE PLANS

- The committee continues to develop a plan to financially sustain the Sunday morning donuts.
- The next planned event for the Fellowship Committee is Christmas Goody Sunday on December 14.
- (Update on 12/2 - Desserts are needed for the Christmas Eve luncheon service.)

G. MOM - Stuart Smith

RECENT DEVELOPMENTS

- Recipient for the November 30 Noisy Offering will be the Food Bank for Central and Northeast Missouri.
- The Mobile Food Pantry served 109 families on September 24, 94 families on October 22 and 121 families on November 12. The next Mobile Food Pantry will be on December 10. Carlos Byrd from the Food Bank visited the October Mobile while interviewing some of the volunteers and observing the operation. Information about additional resources for food are distributed at the events.
- Served soup dinner for the faculty and staff at Broadway's Partner in Education school, the Center for Early Learning North the week of November 10 during parent/teacher conferences.
- The Cross Missouri CROP Walk was a big success in raising funds.
- The Tree of Hope is up in the narthex with opportunities to give to children from Center for Early Learning North and others.

FUTURE PLANS

- Salvation Army bell ringing at Hy-Vee on west Broadway will be on Fridays and Saturdays in December before Christmas.
- The SERRV sale will be on December 7 and 14.

- The VAC holiday program will be hosted at Broadway December 8-13.
- Volunteer opportunities at Salvation Army bell ringing Room at the Inn, Mobility Worldwide, The Wardrobe, mobile Food Pantry, VAC holiday program.

H. PERMANENT FUNDS - Ken Askren

RECENT DEVELOPMENTS

- No activity to report
- (Update 12/2 - Ken reports that all funds have now been distributed.)

FUTURE PLANS

- Submit revisions for PF policy.

I. RESOURCES - PROPERTY - Todd Rauch

RECENT DEVELOPMENTS

- Bus sub committee - Revised bus application. Bus policy will be revised in January.
- Memorial Garden sub committee - Revising pamphlet and contract. Fall cleanup removed a lot of vegetation.
- In the spring, new plants should be added, signage and lights.
- Property - Working with Columbia fire inspector on placement of carbon monoxide alarms.
- Replacing lock on door from the office to the playground.
- Church security is getting better.
- Update on wireless video and sound system bids for Fellowship Hall and Loft are on hold.
- (Updates 12/2 - There is a leak in the roof in the hallway and in the furnace room. Watkins will be coming out. Because the sump pump had failed, there was major flooding Saturday pm, which Don Harder and Todd fixed. The door to the playground needs a push bar. Sunday lock up is going well.)

FUTURE PLANS

- Sidewalk by CLC to the parking lot is being repaired sometime in December.

J. WORSHIP - John Cassels

RECENT DEVELOPMENTS

- Revised outline of committee organization and responsibilities was submitted to Scott Gray.

- Reviewed posting of Service Representative contact information in bulletins.
- Discussed chairs and benches removed from Sanctuary during reseating to accommodate ADA and fire code requirements for accessibility. Discussions of possible use of Loft for Daybreak Service - Strong agreement that no chairs or benches should be sold or otherwise disposed of.

FUTURE PLANS

- Continue to seek and respond to comments from service attendees
- Work on determining useful collection and reporting of metrics regarding worship services.
- Continued support of Worship Teams in providing meaningful worship opportunities.

K. PERSONNEL - Adrienne Black

RECENT DEVELOPMENTS

- Annual health benefits renewal for full-time employees.
- Turnover analysis - report to be provided at Board meeting. (Summary of report in New Business)
- (Update 12/2 - When asked about turnover in staff, Adrienne tells the Board that part time roles typically turn over more than full time. Also, transition in leadership can contribute to turnover. The Personnel is working on a process for onboarding new hires. When Kristen Crews asked if turnover was greater last year, Adrienne said she would look into that.
- (Update 12/2 - At the last Personnel Committee meeting, the Committee decided to replace Adrienne as Chair with co-Chairs John Poehlmann and Leslie Clay. Melanie states that such an action is outside of the guidelines to unseat a Chair. Adrienne will remain as Chair.)

FUTURE PLANS

- Hiring Director of Youth
- Rolling out annual reviews - goal is February

MEMBERSHIP REPORT - Adrienne Black

For the period 9/16/25 to 11/24/25, the following information was provided by Ashley Mills:

New members - 2 adults

Membership losses - 7 (4 deceased and a family of 3 have been removed from the roles)

Total active members - 482

Total active and inactive members - 527

(Update 12/2 - There was discussion about what constitutes an active member -vs- an inactive member. The Deacons and Worship Committee are tasked with finding a process to make the determination.)

FINANCIAL REPORT - Debbie Henderson

(Update 12/2 - Kurt is almost caught up with deposits, payments and postings. Debbie will be checking to make sure that all is correct before releasing reports.)

FINANCIAL SECRETARY - Robin Perso

RECENT DEVELOPMENTS

- I am reviewing previous years' financial reports while BCC financial data is being compiled for the current fiscal year..

FUTURE PLANS

- I will verify pledges and payments toward those pledges when the BCC financial data is available.

EXECUTIVE COMMITTEE REPORT - Melanie Karrick

Melanie asks that we all honor our church staff by donating to the Christmas fund that has been set up for them. She also asks that everyone look over the many activities for the month and find ways to volunteer.

ACTION ITEMS

Martha Jolly moves, and Tina Van Ness seconds the motion to approve the Nominating Committee. The motion passes. Those on the Nominating Committee are: Paul Adams, Mickey Havener, Joe Jeffries, Bill Ryan, Syd Stansberry, Steve Westgate and Steve Gray. The Chair has not yet been chosen.

Ken Askren moves and Lynelle Phillips seconds a motion to approve Allison Kurpius to the Personnel Committee. The motion passes. When responding to her questionnaire, Allison states that she has held several leadership roles in business and non-profits. She was a part of the Stewardship Campaign.

Mike Crews moved and Todd Rauch seconded a motion to approve Shawna Schulte as Chair of the Children's Committee. The motion passes.

Adrienne Black moves and Ken Askren seconds a motion that would send the Standing Rule for Public Comment back to the Executive Committee for editing. Some expressed the opinion that it was too harsh and didn't "invite" comments from the congregation prior to Board meetings. The basics of this document as it now stands:

The first paragraph of the paper states that “The purpose of the public comment period is to provide an opportunity for members of the congregation and community to express their views to the Church Board. This is a time for the Board to listen and receive input, not a time for dialogue, debate or decision making on items not on the agenda.” Those wishing to speak publicly must sign up prior to the start of the meeting. Each speaker will have 3 minutes with total speaking time for all limited to a maximum of 15 minutes. Appropriate subjects include: Agenda items, Church mission and vision, strategic planning, general welfare of the congregation, stewardship and finances, Biblical principles. Inappropriate topics include: Personnel issues, personal attacks, back-and-forth dialogue, confidential matters and topics unrelated to the church. After editing by the Executive Committee, some changes may be made.

NEW BUSINESS

GOVERNANCE AND BEST PRACTICES

ADDRESSING COMMUNICATION GAP-CONSULTANT AND FACILITATION REVIEW SEND CONFIDENTIALLY

Earlier this year, it was approved to allocate \$2,500 (with an additional \$1,000 given by a congregant) to hire a consultant (Communications Center, Inc.) to help facilitate resolution of issues regarding trust and communication between the Pastors and lay leaders. The summary was shared with Sarah and Andrew as well as the Board. Recommendations:

- Following through on the sex offender issue. The church failed to follow its own procedures relating to sex offenders. The issue specifically cited resolved itself when the offender decided to leave Broadway rather than adhere to the rules.
- Review of roles
- Development of a conflict resolution protocol
- Using agendas and frequent check-ins to improve communication
- Avoid unproductive patterns
- Starting on needed processes. Onboarding checklist for staff; simple office handbook; a review of the overall personnel manual; revise as needed, procedures for performance review and evaluation
- Changing the lens. The past can't be changed; you can only change how you interact going forward. Ask “How do we want it to be, and what will best help us move forward?”
- Metrics. Some possible metrics that were discussed are staff retention, member retention, decreased reactivity, fewer misunderstandings, less exhaustion and more energy, and issues being quickly and collaboratively resolved when they come up in accord with established processes
- Use of existing processes, policies and guidelines including bylaws, Roberts Rules of Order and the Ethical Guidelines for Congregational Conduct as well as documents that provide descriptions of staff or committee roles.

STAFF MORALE AND TURNOVER - Adrienne Black

Across the period from July 2024 to November 2025, our staffing has remained steady:

- Staffing levels ranged between 12-14 employees with most months showing zero turnover.
- When turnover did occur, it was typically one departure, occasionally two.
- Hiring was timely and measured, ensuring that ministry coverage remained intact.
- When compared against national benchmarks, the national average for church staff turnover is approximately 12% annually (Many nonprofits experience 19-21% turnover annually.), and Broadway's percentage, with the exception of March 2025, remains under 9.1% with a number of months being at 0% turnover.
- Turnover is not high - it's typical for a Church our size.
- Part time roles naturally show more movement.
- Leadership transitions can affect turnover.

Equally important is what we do not see in our turnover pattern. We did not experience:

- Clustered resignations (multiple departures in a short time)
- Escalating turnover (an increasing pattern month after month)
- Contagion turnover (one departure triggering others)
- Role-related turnover (departures concentrated in a specific job type)

In summary:

- We do not have a turnover problem.
- Our turnover is normal, often lower than national averages, and consistent with the size and makeup of our team.
- Most months show full stability (0% turnover).
- Our staff levels recovered quickly after transitions
- Today we remain stable, healthy, and appropriately staffed.

It was noted during discussion of these findings, that some staff have expressed discontent when a job description changed and additional duties were added.

PUBLIC COMMENTS

It was moved by Shawna Schulte and seconded by John Cassels to allow public comments tonight. The motion passed with one dissension. Several guests and staff took the opportunity to speak in particular in regard to staff, staff roles and staff satisfaction with the manner in which their job description was presented to them.

MINISTERS' REMARKS - Rev. Dr. Sarah Taylor Peck

RECENT DEVELOPMENTS

- Launched intro to the Gospels class on 2nd and 4th Wednesdays with 17 participants.
- Hosted Grammy-nominated artist Jennifer Knapp for worship and a meet-and-greet at our home with 28 attending
- Visited the Habitat for Humanity neighborhood development and met with Ashley Schwitzer regarding future BCC partnerships.
- Facilitated two meetings with the Clergy Cohort lead through the Cornerstone Initiative, mentoring 13 pastors nationwide.
- Officiated memorial services for Dan Scotten, Roger Fisher and Jan Varnum.
- Participated in Terry Overfelt's ordination service.
- Completed 18 one-on-one meetings with Elders in October to launch the Shepherd team model.
- Hosted youth group Friendsgiving with 17 participants.
- Organized a group of 22 women (ages 30s - 50s) for a BCC fellowship outing to *Into the Woods*.
- Taught an October new member class with 11 participants, welcomed 2 new members in November.
- Completed 37 pastoral visits.
- Served as keynote preacher at the National Proclamation Project Conference (Nov 10-13).

FUTURE PLANS

- Host youth Christmas party - December 7
- Host Elder & Deacon Christmas party - December 21
- Teach final session of Gospels class - December 10
- Attend *Merry Old Missouri* event with Seasoned Spirits - December 20
- Take vacation days on December 4, 29, 30 and 31
- Use professional development days on January 20-22 to attend the Large Steeple Conference in Nashville, TN.

MINISTER'S REMARKS - Rev. Andrew Taylor Peck

RECENT DEVELOPMENTS

- I preached 3 services on Oct 12, Oct 19 (the Beatles themed service) and Nov 9. I was the only pastor in the services on October 19 and Nov 9. I

participated in all the worship services on Sept 28, Oct 5, 26, Nov 2, 16, 23 and 30.

- I filled in the worship bulletin information and updated the prayer team with prayer requests each week.
- I co-led the Blessing of the Beasts service on Oct 12 with Rev. Terry and Dana Fritz. A front page article with photos featured this event was in the Columbia Missourian.
- I helped organize the BCC booth and participated in the COMO PrideFest opening prayer, staffed the BCC booth for 6 hours and chaperoned the youth group on the BCC float at PrideFest on Oct 4, 5. Multiple photos of the BCC float were featured in the Columbia Missourian.
- I coordinated with the Disability Inclusion and Property committees to focus on disability justice for 3 Sundays in October (12, 19, and 26) with themed children's moments, a display in the narthex and a full ADA directed re-organization of the chairs in the sanctuary for better access.
- I was featured speaker at the Seasoned Spirits lunch on October 13.
- I participated in the BCC Trunk or Treat event from 3 - 6 pm on October 26.
- I helped coordinate a computer upgrade in the office with Ashley Mills on Oct 15-20.
- I co-hosted 10 church members for dinner at our house on October 28.
- I co-led the Blue Christmas Harp and Healing service with Rev. Terry on Dec 2.
- I co-officiated Roger Fisher's (Nov 3) and Jan Varnum's (Nov 8) funerals with Rev. Dr. Sarah and attended the calling hours for Ziggy Letourneau (Nov 2).
- I attended the special Board meeting on Nov 4.
- I coordinated with Terry Walden and Tabby Lane to host food distribution for Meals on Wheels at BCC.
- I participated in Terry Overfelt's ordination service on Nov 15.
- I worked with new Assistant Youth and Children's Director Abigail Grisolano to onboard her.
- I made pastoral visits to 50 church members at their homes, before and post surgery at University Hospital, Boone Medical Center, Rusk Rehabilitation Center, Columbia Post-Acute Care, Rock Island Nursing Home (Eldon, MO).
- I helped to coordinate a showcase of mission opportunities on Oct 5 and Nov 2 with MOM.

- I helped to organize the meals and attended the new Wednesday night children/youth and discipleship program which launched on Sept 24, Oct 8 and Nov 12.
- I taught the Sunday Enneagram class with Eric Lybeck-Brown on Oct 19, 26, Nov 2, 9, and 16.
I continued attending the following committee meetings and small groups: Staff meetings, weekly check in with Ashley and Rev. Sarah, weekly check in with Catherine and Maggie, MOM, Property, LGBTQIA, Exec team, children and youth, Adult Discipleship, Disability Inclusion, Fellowship, Seasoned Spirits, Sisters in Study, Bob Evans Men's Group, worship planning.
- I met with my pastoral relations committee on Oct 30.
- I co-hosted a reception for guest musician Jennifer Knapp at my house on Sept 28.
- I continue to enforce and oversee the new building access and security protocol.
- I continued to maintain and update the Church Google calendar.
- I took the following four (4) spiritual retreat days at the Santa Rita Abbey in Sonoita, AZ, Oct 20, 21, 22, 23.

FUTURE PLANS

- I am preaching on Dec 28, Jan 4, 11, 18, 25 (Sermon series: *The Gospel According to Mr. Rogers*), Feb 18 Ash Wednesday, March 29 Palm Sunday, April 2 Maunday Thursday, April 12, May 24, June 21.
- I will lead a Wednesday night series on silence and contemplative prayer during Lent (Feb 18 - April 2).

CLOSING PRAYER - Scott Gray

Respectfully submitted, Carla Espy, Secretary

Next Board meeting January 27, 2026 @ 6:00 pm

